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SAP Certified Associate - Organizational Change Management Sample Questions (Q11-Q16):

NEW QUESTION # 11

What should a change manager make clear to avoid being held responsible for handling all people-related issues within the cloud project? Note: There are 3 correct answers to this question.

- A. Change management is a team sport, requiring the commitment and engagement of the entire project team
- B. Change management is a checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- C. Change management is a project management task, requiring the project lead to apply tools and templates provided by the change manager
- D. Change management is a core leadership task, requiring the active involvement and support of the business
- E. Change management is a long-distance endeavor, requiring a continuous joint effort throughout the project

Answer: A,D,E

Explanation:

The change manager in SAP OCM must set boundaries to avoid being the sole "people fixer." Option A is correct-describing OCM as a "long-distance endeavor" with joint effort clarifies it's an ongoing, collective process (e.g., spanning Prepare to Run), not a solo fix-it role. For instance, adoption issues in Run require sustained teamwork, not just the change manager's intervention. Option B is correct because calling it a "team sport" emphasizes that the project team-PM, IT, business-shares responsibility (e.g., PM schedules, IT supports, OCM guides), preventing the change manager from being overburdened. Option D is correct as framing OCM as a "core leadership task" highlights that business leaders must drive buy-in (e.g., a VP addressing resistance), not just delegate to the change manager.

Option C is incorrect-OCM isn't a project management task; it's a distinct discipline collaborating with PM, not subsumed under it.

Option E is incorrect; a "checkbox approach" misrepresents OCM's dynamic, adaptive nature-strict procedures don't fit SAP's agile methodology. SAP OCM stresses shared ownership to manage expectations.

"Clarify that change management is a continuous, team-based effort requiring leadership support, not a solitary or rigid task, to define its scope accurately" (SAP OCM Framework, Change Manager Role Clarification).

NEW QUESTION # 12

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

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

Answer: B,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 # 13

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. Agreed list of appropriate user adoption indicators before and after go-live
- C. Defined process for monitoring the selected user adoption indicators
- D. Agreed catalog of strategies to mitigate user adoption risks or issues

Answer: B,C

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 # 14

What are typical aspects that can keep the change agents motivated to engage in the change network of a cloud project? Note: There are 3 correct answers to this question.

- A. Opportunity to influence the design of the new business processes
- B. Possibility to foster their own visibility within the organization
- C. Chance to look behind the scenes of a business transformation
- D. Prospect of a skill development regarding project management
- E. Occasion to exchange with peers from different units

Answer: B,C,E

Explanation:

Change agents in SAP OCM are key employees who support adoption within their units, and motivation is critical to their effectiveness in a cloud project's change network. Option A is correct because fostering visibility-e.g., being recognized by leadership during a townhall-boosts their professional profile, making their role rewarding. Imagine an agent praised for rallying their team; this public acknowledgment drives engagement. Option B is correct as peer exchange across units (e.g., in network meetings) offers collaboration and learning-e.g., a sales agent sharing tips with a finance agent-building a sense of community and value. Option E is correct because looking behind the scenes of a transformation (e.g., understanding why cloud standardization was chosen) satisfies curiosity and gives agents a privileged perspective, enhancing their investment in the project.

Option C is incorrect-designing business processes is typically a task for process owners or consultants during fit-to-standard workshops (Explore phase), not change agents, who focus on communication and support, not process creation. Option D is also incorrect; while skill development (e.g., project management) might occur incidentally, it's not a primary motivator or structured outcome for agents, who are selected for influence, not training. SAP OCM emphasizes intrinsic and social motivators like visibility, connection, and insight to sustain agent enthusiasm, aligning with their role as grassroots advocates.

"Motivate change agents with opportunities for visibility, peer exchange, and insight into the transformation to maintain their active engagement in the change network" (SAP Activate Methodology, Change Network Motivation Strategies).

NEW QUESTION # 15

What are possible people-related challenges that change management has to address during an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.
- B. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.
- C. Users feel underchallenged and bored by additional repetitive tasks they have to take over.
- D. Users experience stress and frustration because they must unlearn previous habits.

Answer: B,D

Explanation:

SAP cloud implementations introduce significant people-related challenges that change management must mitigate. Option A is correct because the "not-invented-here" syndrome-where users reject external standards (e.g., SAP best practices) in favor of legacy processes-leads to resistance and lack of buy-in, a common barrier in cloud projects due to reduced customization. Option B is correct as users often face stress and frustration when unlearning old habits to adopt new workflows, especially with cloud solutions' standardized processes, which differ from familiar systems. This emotional response requires targeted enablement and support.

Option C is incorrect-users don't typically adapt the cloud solution technically (that's an IT role); their resistance is more about adoption, not technical customization skills. Option D is incorrect; cloud implementations aim to streamline tasks, not add repetitive ones, so boredom isn't a typical challenge- resistance stems from change, not monotony. SAP OCM focuses on overcoming attitudinal and behavioral hurdles to ensure adoption.

"People challenges include resistance from a 'not-invented-here' attitude and stress from unlearning old habits, requiring change management to foster acceptance and adaptation" (SAP OCM Framework, People- Related Challenges).

NEW QUESTION # 16

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