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SAP Certified Associate - Organizational Change Management Sample Questions (Q69-Q74):

NEW QUESTION # 69

What is the difference between the high-level and the detailed change impact analysis?

- A. The high-level change impact analysis is scheduled in the SAP Activate Realize phase, whereas the detailed change impact analysis is scheduled in the SAP Activate Explore phase.
- B. The high-level change impact analysis focuses on the as-is processes, whereas the detailed change impact analysis focuses on the to-be processes.
- C. The high-level change impact analysis is facilitated by the change manager, whereas the detailed change impact analysis is facilitated by the project lead.
- D. The high-level change impact analysis is conducted on a business unit level, whereas the detailed change impact analysis is conducted on a business process level.

Answer: D

Explanation:

The high-level CIA provides a broad overview, while the detailed CIA dives deeper. Option B is correct because the high-level analysis assesses impacts at a business unit level (e.g., departments affected), while the detailed analysis drills down to specific processes (e.g., order-to-cash changes). Option A is incorrect-both are typically facilitated by the change manager. Option C is incorrect; both analyses consider as-is and to-be states, but the high-level is less granular. Option D is incorrect-high-level CIA occurs in Prepare/Explore, detailed in Explore/Realize, not as specified.

Extract from SAP OCM Concepts: High-level CIA is broad and unit-focused, while detailed CIA is process- specific (SAP Activate, OCM Workstream).

NEW QUESTION # 70

The results of a business readiness test reveal relatively low ratings across all survey topics for one business unit compared to other units. What is the recommended next step for the change manager to mitigate the risk of low readiness for this unit?

- A. Set up a call with the assigned change agents to discuss the results and develop mitigation activities to enhance the business readiness.
- B. Schedule a short workshop with project management to develop mitigation activities to improve the business readiness for this unit.
- C. Organize a workshop with project management, local management, and assigned change agents to discuss results and better understand the specific needs.
- D. Arrange a meeting with the project sponsor, local management, and selected users to discuss the results and develop mitigation activities.

Answer: C

Explanation:

Low readiness in a business unit (assessed pre-go-live, likely in Deploy) requires targeted intervention.

Option B is correct because a workshop with project management (for alignment), local management (for context), and change agents (for execution) enables a deep dive into root causes and collaborative mitigation planning (e.g., extra training). This multi-stakeholder approach ensures comprehensive understanding and action. Option A is too narrow-change agents alone lack the authority or full perspective. Option C excludes local input, limiting effectiveness. Option D involves the sponsor, which is overkill for an operational issue, and users may not strategize solutions. SAP OCM favors inclusive, practical responses.

"Address low readiness through workshops with project management, local leaders, and change agents to analyze results and plan targeted mitigation" (SAP Activate, Business Readiness Assessment Follow-Up).

NEW QUESTION # 71

What are typical topics for a change assessment at the beginning of an SAP cloud implementation? Note:

There are 3 correct answers to this question.

- A. The scope for change management
- B. The assessment of the key stakeholders' attitude towards the project
- C. The company's change management capabilities
- D. The change culture of the company
- E. The cloud project's vision and expected benefits

Answer: B,C,D

Explanation:

A change assessment at the start of an SAP cloud project (typically in the Prepare phase) evaluates the organization's readiness for change. Option A is correct because understanding the company's change culture (e.g., openness to innovation) sets the tone for the approach. Option D is correct as it assesses the organization's existing change management capabilities (e.g., skills, tools), identifying gaps to address.

Option E is correct because gauging stakeholders' attitudes (e.g., support or resistance) is critical for planning engagement strategies. Option B is incorrect-defining the scope of change management is an outcome of the assessment, not a topic itself. Option C is also incorrect; the project vision and benefits are defined by project leadership, not assessed as part of the change assessment.

Extract from SAP OCM Concepts: The change assessment in SAP Activate's Prepare phase focuses on readiness factors like culture, capabilities, and stakeholder perspectives (SAP OCM Framework).

NEW QUESTION # 72

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

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

Answer: C,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 # 73

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

Answer: C,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 # 74

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His books include *The Wealthy World* and *Wealth by Association* with John Marthinsen, C-OCM-2503 Many applications too many, in fact) implement their major concerns in a monolithic fashion, which can make later changes very difficult.

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