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SAP Certified Associate - Organizational Change Management Sample Questions (Q25-Q30):

NEW QUESTION # 25
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. Plan and conduct validation sessions with the impacted stakeholder groups
- B. Drive and facilitate the development of follow-up activities
- C. Create and align the result report
- D. Review and refine the KPIs to measure user adoption after go-live
- E. Visualize quantitative ratings and aggregate qualitative insights

Answer: A,B,C

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 # 26
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 strictly follow the new organizational policies and procedures
- B. Users avoid consuming additional, value-adding functionalities
- C. Users stick to old processes and apply workarounds wherever possible
- D. Users constantly change the way they interact with the system in their daily work

Answer: B,C

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 # 27
In the SAP Activate Explore phase, the project team conducts fit-to-standard workshops to identify gaps between business requirements and the SAP best practice standard. Which change management challenge is typical for this phase?

- A. Some business users do not adopt the new cloud solution.

- B. Some business departments do not feel well prepared for the go-live.
- C. Some managers show resistance towards the cloud standard.
- D. Some project team members have never heard of organizational change management.

Answer: C

Explanation:
During the Explore phase, fit-to-standard workshops focus on aligning business processes with SAP's best practices, often revealing changes to current ways of working. Option C is correct because managers may resist the cloud standard if it reduces customization or control, a common challenge in this phase. Option A is incorrect-lack of OCM awareness is more typical in the Discover or Prepare phase. Option B is incorrect; user adoption issues emerge post-go-live (Run phase), not in Explore. Option D is also incorrect; go-live readiness concerns arise in the Deploy phase, not Explore.
Extract from SAP OCM Concepts: Resistance to standardization is a key challenge in the Explore phase, requiring targeted stakeholder engagement (SAP Activate, OCM Workstream).

NEW QUESTION # 28
Which organizational change management activity is usually performed in which SAP Activate phase? Note:
There are 2 correct answers to this question.

- A. The user adoption analysis is usually conducted in the Run phase
- B. The change assessment is usually conducted in the Prepare phase
- C. The change plan is usually developed in the Explore phase
- D. The business readiness assessment is usually conducted in the Discover phase

Answer: A,B

Explanation:
SAP Activate phases align OCM activities with project stages. Option A is correct because user adoption analysis-measuring actual usage (e.g., system logins, feedback)-occurs in the Run phase post-go-live, assessing real outcomes vs. predictions. Option C is correct as the change assessment (evaluating readiness, culture, capabilities) happens in the Prepare phase to baseline the organization before detailed planning-e.g., interviewing leaders to gauge change appetite.
Option B is incorrect-the business readiness assessment (checking go-live preparedness) is in Deploy, not Discover, which focuses on solution exploration. Option D is incorrect; the change plan starts in Prepare (initial version), not Explore, where it's refined. SAP OCM ties activities to phase-specific goals.
"Change assessment occurs in Prepare to evaluate readiness, and user adoption analysis in Run to measure post-go-live success" (SAP Activate, OCM Phase Alignment).

NEW QUESTION # 29
Which advice fosters a successful delivery of change communication activities? Note: There are 2 correct answers to this question.

- A. Develop a compelling, comprehensive change story.
- B. Go for a good communication mix.
- C. Focus on digital communication channels.
- D. Don't overcommunicate.

Answer: A,B

Explanation:
Effective change communication in SAP projects balances reach and clarity. Option A is correctbecause a mix of channels (e.g., emails, workshops, videos) ensures broad coverage and suits different preferences. Option D is correct as a compelling change story articulates the "why" and "what" of the project, fostering buy-in.
Option B is incorrect-while overcommunication can overwhelm, the advice to "not overcommunicate" lacks specificity and isn't a proactive strategy. Option C is also incorrect; over-reliance on digital channels may exclude non-digital users and isn't universally effective.
Extract from SAP OCM Concepts: SAP OCM emphasizes a varied communication approach and a strong narrative to drive engagement (SAP OCM Framework).

NEW QUESTION # 30

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