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 IT Certification Questions
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SAP Certified Associate - Organizational Change Management Sample Questions (Q36-Q41):

NEW QUESTION # 36

During a change network kick-off meeting, a change agent openly reports that he has been nominated by his manager against his will. How should the change manager react in this situation?

- A. Clarify the issue with him bilaterally after the change network meeting
- B. Try to convince the change agent to take over the role anyway
- C. Request the change agent to leave the kick-off meeting
- D. Ask the change agent to find a substitute within his unit

Answer: A

Explanation:

A reluctant change agent at a kick-off meeting poses a challenge, and the change manager must respond constructively. Option B is correct because a bilateral discussion post-meeting—e.g., asking "What's your concern?"—allows the change manager to understand the reluctance (e.g., workload, disinterest) privately, avoiding public confrontation and tailoring a solution (e.g., support,

reassignment). This respects the agent's feelings while maintaining network morale.

Option A is incorrect-asking for a substitute shifts responsibility to the agent, potentially alienating him and disrupting the meeting.

Option C is incorrect; convincing him on the spot risks resistance or resentment, undermining his effectiveness. Option D is incorrect-ejecting him is harsh, damages trust, and weakens the network's start. SAP OCM favors discreet, empathetic handling of such issues.

"Address a reluctant change agent's concerns bilaterally after the meeting to resolve issues constructively and preserve network cohesion" (SAP Activate, Change Network Management).

NEW QUESTION # 37

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. Defined process for monitoring the selected user adoption indicators
- B. Agreed catalog of strategies to mitigate user adoption risks or issues
- C. Agreed list of appropriate user adoption indicators before and after go-live
- D. Identified business stakeholders to be informed about the analysis results

Answer: A,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 # 38

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- A. Training and enablement offerings
- B. Key facts and figures
- C. Non-targets
- D. Risks and issues
- E. Benefits and investments

Answer: A,B,E

Explanation:

A change story in SAP OCM communicates the project's purpose and impact. Option A is correct because benefits (e.g., efficiency gains) and investments (e.g., costs) justify the change. Option C is correct as facts and figures (e.g., timeline, scope) provide clarity. Option E is correct because training and enablement are key to adoption, often highlighted in the story. Option B is incorrect- "non-targets" (what's not changing) may be mentioned but isn't typical. Option D is incorrect; risks and issues are managed separately, not in the change story.

Extract from SAP OCM Concepts: The change story includes benefits, facts, and enablement to drive buy- in (SAP OCM Framework, Communication).

NEW QUESTION # 39

What are the key target groups of the learning needs analysis of an SAP project?

- A. Managers and employees
- B. IT team and software providers
- C. Project team and business users
- D. Business users and suppliers

Answer: C

Explanation:

The learning needs analysis (LNA) in an SAP project identifies training requirements for those directly involved or impacted. Option D is correct because the project team (e.g., implementers) and business users (e.g., end-users) are the primary groups needing enablement to execute and adopt the solution. Option A is too broad-managers and employees include non-users. Option B is incorrect; software providers are external and not typically trained. Option C is incorrect-suppliers are not primary targets for internal system training.

Extract from SAP OCM Concepts: The LNA targets project team and business users to ensure effective enablement (SAP Activate, Enablement Workstream).

NEW QUESTION # 40

What is the added value of a change plan? Note: There are 2 correct answers to this question.

- A. It facilitates the ranking of change management activities according to their importance.
- B. It helps to identify required resources for the change management execution and to ensure their availability.
- C. It provides important input for updating the overall project plan.
- D. It allows you to coordinate and monitor the progress of all change management activities.

Answer: B,D

Explanation:

A change plan in SAP's Organizational Change Management framework is a structured tool that outlines the scope, activities, and timeline for managing the people side of a project, such as an SAP cloud implementation. Option A is correct because coordinating and monitoring progress is a core function of the change plan-it ensures that all change management activities (e.g., communication, training, stakeholder engagement) are executed in sync with the project timeline. Option D is also correct because identifying and securing resources (e.g., change agents, trainers, or tools) is critical for effective execution, and the change plan serves this purpose by mapping out resource needs. Option B is incorrect because ranking activities by importance is not a primary function of the change plan; prioritization may occur, but it's not the focus.

Option C is also incorrect-while the change plan aligns with the project plan, its primary value is not to update the overall project plan but to support the change management effort specifically.

Extract from SAP OCM Concepts: The change plan aligns with SAP Activate's emphasis on structured preparation and execution, ensuring resources and activities are managed effectively (SAP Activate Methodology, Change Management Workstream).

NEW QUESTION # 41

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