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## SAP Certified Associate - Organizational Change Management Sample Questions (Q18-Q23):

### NEW QUESTION # 18

What is the added value of change agents taking over the task to plan and execute local change management activities?

- A. It fosters an attitude shift among skeptical change agents
- B. It reduces resistance among local managers
- C. It supports the adherence to the project milestones
- **D. It helps to scale change management activities**

**Answer: D**

Explanation:

Change agents in SAP OCM extend change management's reach by handling local activities (e.g., unit- specific workshops). Option C is correct because it scales efforts-e.g., a central change manager can't train

10 sites alone, but agents in each location can, multiplying coverage efficiently. For instance, an agent in a regional office might run a Q&A session tailored to local process concerns, amplifying OCM impact without overloading the core team.

Option A is incorrect-milestone adherence is a project management outcome, not a direct value of agent tasks. Option B is incorrect; attitude shifts might occur, but it's not the primary benefit-effectiveness is.

Option D is incorrect-reducing manager resistance depends on broader engagement, not just agent activities.

SAP OCM leverages agents for scalability.

"Change agents planning and executing local activities add value by scaling change management efforts across the organization effectively" (SAP Activate, Change Network Value).

### NEW QUESTION # 19

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

**Answer: B,C,D**

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 # 20

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

- A. It provides an initial systematic overview of the amount and the nature of the upcoming changes.
- B. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.
- 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 delivers input for communication activities, making the implications of the project more tangible.

**Answer: A,B,D**

Explanation:

A high-level change impact analysis (CIA) is conducted early in an SAP project (typically in the Prepare or Explore phase of SAP Activate) to assess the scope and scale of changes. Option A is correct because identifying risks (e.g., resistance or resource gaps) early allows integration into the project's risk management strategy. Option B is correct as it provides a broad overview of change impacts across business units, processes, and people, setting the stage for detailed analysis later. Option D is correct because it helps the change manager focus efforts on high-impact areas, such as training or communication for affected groups.

Option C is incorrect-while it may indirectly highlight resistance, identifying opponents is a function of stakeholder analysis, not the CIA's primary purpose. Option E is also incorrect; communication inputs are derived from the CIA but are not its core added value-tangible implications are a byproduct, not the focus.

Extract from SAP OCM Concepts: The high-level CIA aligns with SAP Activate's Prepare phase, providing a foundation for risk mitigation and resource allocation (SAP Activate, OCM Framework).

## NEW QUESTION # 21

How do you define the term Organizational Change Management?

- A. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current to a future state with intended business benefits.
- B. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational setup with intended business benefits.
- C. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational set-up with focus on the added value for the impacted users.
- D. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a current to a future state with focus on the added value for the impacted users.

**Answer: A**

Explanation:

SAP defines OCM broadly and systematically. Option C is correct because it describes OCM as comprehensive (holistic), cyclic (iterative), and structured (methodical), transitioning from current to future states with business benefits-aligning with SAP Activate's goals. Option A is incorrect-"selective" and

"intuitive" contradict OCM's structured nature. Option B narrows it to "agile setup," which isn't SAP-specific. Option D is incorrect due to "selective" and "singular," missing the cyclic aspect. C reflects SAP's OCM essence.

"Organizational Change Management is a comprehensive, cyclic, and structured approach to transition individuals, groups, and organizations from a current to a future state, delivering intended business benefits" (SAP OCM Framework, Definition).

## NEW QUESTION # 22

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 # 23

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