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SAP Certified Associate - Organizational Change Management Sample Questions (Q19-Q24):

NEW QUESTION # 19

The project leadership team agreed on the pulse check objectives, focus topics, target groups, and guiding principles. What are the next steps that must be executed to set up a pulse check? Note: There are 2 correct answers to this question.

- A. Develop the questions and prepare the questionnaire in a survey platform
- B. Inform the steering committee about the time schedule for the pulse check
- C. Plan the survey waves for the remaining project duration
- D. Involve employee representatives if required due to legal regulations

Answer: A,D

Explanation:

A pulse check in SAP OCM is a quick, targeted survey to gauge stakeholder sentiment (e.g., readiness, adoption) at key project points, often in Deploy or Run phases. After agreeing on objectives (e.g., assess go-live confidence), focus topics (e.g., training effectiveness), target groups (e.g., key users), and principles (e.g., anonymity), the next steps operationalize it. Option B is correct because involving employee representatives (e.g., works council) is mandatory in some regions (e.g., Germany) due to legal requirements around employee data collection. This ensures compliance-e.g., if surveying a warehouse team, the works council might need to approve questions to protect worker rights, avoiding legal risks that could halt the process.

Option C is incorrect as developing questions (e.g., "Do you feel prepared for the new system?") and preparing the questionnaire in a survey platform (e.g., Qualtrics) translates objectives into actionable data collection.

This step is critical-without questions, there's no pulse check; a poorly designed survey (e.g., vague queries) yields useless results, while a platform ensures efficient distribution and analysis.

Option A is incorrect-planning survey waves for the entire project assumes multiple checks, but a pulse check is a single, focused snapshot; ongoing planning happens later if needed. Option D is incorrect; informing the steering committee about the schedule is a courtesy, not a "must" step-execution precedes reporting. SAP OCM stresses compliance and question design as immediate priorities post-agreement.

"After defining pulse check parameters, involve employee representatives for legal compliance where required, and develop questions with a survey platform to enable effective execution" (SAP Activate Methodology, OCM Workstream, Pulse Check Setup).

NEW QUESTION # 20

Which advice fosters a successful delivery of change effectiveness activities?

- A. Only collect "lessons learned" if you expect significant insights.
- B. Measure the Return on Investment of change management.
- C. Define a suitable mix of user adoption metrics.
- D. Communicate change effectiveness data openly into the organization.

Answer: C

Explanation:

Change effectiveness in SAP OCM assesses impact through metrics. Option B is correct because a mix of metrics (e.g., adoption rates, satisfaction) ensures comprehensive evaluation. Option A is incorrect-open communication may help but isn't specific to effectiveness delivery. Option C is incorrect; lessons learned should be routine, not conditional. Option D is impractical-ROI for OCM is hard to quantify precisely.

Extract from SAP OCM Concepts: SAP Activate recommends diverse metrics for effectiveness (SAP OCM Framework, Effectiveness).

NEW QUESTION # 21

In SAP Activate Run phase the new system is monitored, maintained, and optimized to ensure it runs smoothly and efficiently. Which change management activity can only be realized in the Run phase of the cloud implementation?

- A. Measurement of actual user adoption metrics
- B. Mapping of SAP roles to employees
- C. Development of the user adoption strategy
- D. Conduction of a pulse check

Answer: A

Explanation:

The Run phase in SAP Activate focuses on post-go-live operations and adoption. Option C is correct because measuring actual user adoption metrics (e.g., system usage, satisfaction) can only occur after go-live, when users interact with the live system. This distinguishes it from planning or predictive activities. Option A is incorrect-role mapping occurs in Realize, before go-live. Option B is incorrect; the adoption strategy is developed earlier (Prepare/Explore). Option D is incorrect-a pulse check (quick survey) can happen in any phase, not just Run. SAP OCM ties actual metrics to live system use.

"In the Run phase, change management measures actual user adoption metrics to assess post-go-live success, an activity unique to this stage" (SAP Activate, Run Phase OCM Activities).

NEW QUESTION # 22

The stakeholder analysis in a cloud project reveals that two important business leaders belong to the "opponents" category. What are your favorite strategies? Note: There are 2 correct answers to this question.

- A. Working on changing their attitude towards the project
- B. Ignoring the opponents and focusing on the skeptics
- C. Preventing opponents from forming an alliance against the project
- D. Trying to reduce their influence on the project success

Answer: A,C

Explanation:

Dealing with opponents (stakeholders actively against the project) in SAP OCM requires proactive engagement. Option B is correct because preventing opponents from forming an alliance limits their collective impact, a strategy that involves monitoring interactions and addressing concerns individually to avoid a united front. Option C is correct as working to change their attitude-through tailored communication, involvement, or addressing specific objections-can convert opponents into supporters or neutrals, leveraging their influence positively.

Option A is incorrect; reducing influence (e.g., sidelining them) risks escalating resistance and alienating key leaders, which could harm project success. Option D is incorrect-ignoring opponents is risky, as their high influence (noted as "important business leaders") could derail progress; skeptics are less critical than active opponents. SAP OCM advocates managing resistance constructively rather than avoiding it.

"Strategies for opponents include preventing alliances and changing attitudes through engagement, ensuring their influence supports rather than hinders the project" (SAP Activate, Stakeholder Management Guidelines).

NEW QUESTION # 23

What is the key benefit of capturing lessons learned towards the end of a cloud implementation?

- A. It facilitates the hand-over process of important project activities to the IT organization of the company.
- B. It supports the project leadership team to identify the project team members who deserve special appreciation for their good work.
- C. It contributes to the organization's capabilities to successfully handle future business transformations.
- D. It helps to identify ad-hoc activities to foster high and sustainable user adoption after the go-live.

Answer: C

Explanation:

Capturing lessons learned in SAP projects (typically in the Run phase) enhances future success. Option D is correct because it builds organizational knowledge for subsequent transformations. Option A is incorrect- hand-over is a separate process, not the key benefit. Option B is incorrect;adoption activities are planned earlier, not ad-hoc from lessons learned. Option C is incorrect; recognition is a byproduct, not the primary goal.

Extract from SAP OCM Concepts: Lessons learned in SAP Activate improve future change capabilities (SAP OCM Framework).

NEW QUESTION # 24

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