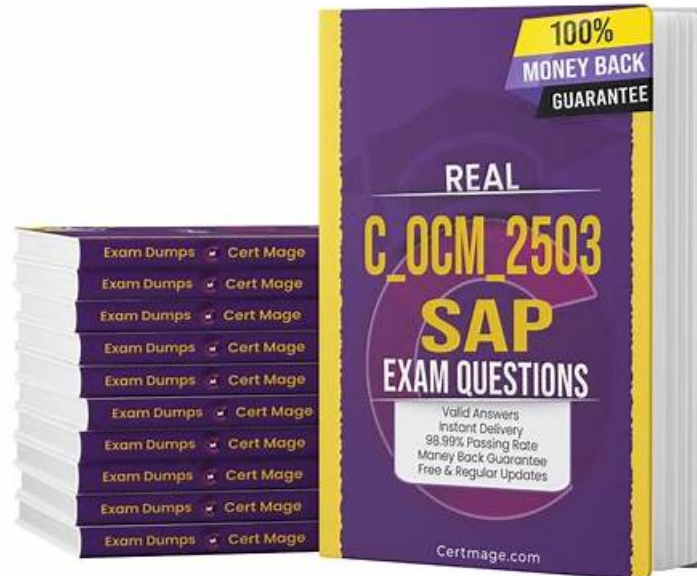


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SAP Certified Associate - Organizational Change Management Sample Questions (Q72-Q77):

NEW QUESTION # 72

How would you describe the different dimensions of SAP's organizational change management framework?

Note: There are 3 correct answers to this question.

- A. Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.
- B. Change strategy covers activities to set up change management properly.
- C. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- D. Change realization includes activities to realize the business benefits associated with the cloud implementation.
- E. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.

Answer: A,B,D

NEW QUESTION # 73

How would you describe the different dimensions of SAP's organizational change management framework?

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- C. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- D. Change realization includes activities to realize the business benefits associated with the cloud implementation.
- E. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.

Answer: A,B,D

Explanation:

SAP's OCM framework has key dimensions. Option A is correct-change strategy sets the foundation (e.g., planning, scoping). Option B is correct as realization focuses on delivering benefits (e.g., adoption). Option D is correct because leadership equips managers to manage change and resistance. Option C is incomplete- effectiveness evaluates impact but isn't fully defined here. Option E is a tactic, not a dimension; communication supports other dimensions.

Extract from SAP OCM Concepts: SAP OCM includes strategy, realization, and leadership as core dimensions (SAP OCM Framework).

NEW QUESTION # 74

What are typical aspects that can keep the change agents motivated to engage in the change network of a cloud project? Note:

There are 3 correct answers to this question.

- A. Opportunity to influence the design of the new business processes
- B. Occasion to exchange with peers from different units
- C. Prospect of a skill development regarding project management
- D. Possibility to foster their own visibility within the organization
- E. Chance to look behind the scenes of a business transformation

Answer: B,D,E

Explanation:

Change agents in SAP OCM are key employees who support adoption within their units, and motivation is critical to their effectiveness in a cloud project's change network. Option A is correct because fostering visibility-e.g., being recognized by leadership during a townhall-boosts their professional profile, making their role rewarding. Imagine an agent praised for rallying their team; this public acknowledgment drives engagement. Option B is correct as peer exchange across units (e.g., in network meetings) offers collaboration and learning-e.g., a sales agent sharing tips with a finance agent-building a sense of community and value.

Option E is correct because looking behind the scenes of a transformation (e.g., understanding why cloud standardization was chosen) satisfies curiosity and gives agents a privileged perspective, enhancing their investment in the project.

Option C is incorrect-designing business processes is typically a task for process owners or consultants during fit-to-standard workshops (Explore phase), not change agents, who focus on communication and support, not process creation. Option D is also incorrect; while skill development (e.g., project management) might occur incidentally, it's not a primary motivator or structured

outcome for agents, who are selected for influence, not training. SAP OCM emphasizes intrinsic and social motivators like visibility, connection, and insight to sustain agent enthusiasm, aligning with their role as grassroots advocates.

"Motivate change agents with opportunities for visibility, peer exchange, and insight into the transformation to maintain their active engagement in the change network" (SAP Activate Methodology, Change Network Motivation Strategies).

NEW QUESTION # 75

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 business readiness assessment is usually conducted in the Discover phase
- C. The change plan is usually developed in the Explore phase
- D. The change assessment is usually conducted in the Prepare phase

Answer: A,D

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 # 76

What is the main goal of a business readiness test in an SAP cloud project?

- A. Evaluate if the incentive systems are suitable to support the upcoming go-live
- B. Collect ideas for change communication activities to support the go-live
- C. Identify business managers that must be motivated to support the go-live
- D. Detect people-related issues and challenges for an upcoming go-live

Answer: D

Explanation:

A business readiness test (or assessment) in SAP OCM, typically in the Deploy phase, evaluates preparedness for go-live. Option A is correct because its main goal is detecting people-related issues-e.g., low training uptake or resistance in a unit-that could disrupt the transition, allowing mitigation before launch. For instance, a survey showing poor process understanding triggers extra enablement.

Option B is incorrect-identifying managers needing motivation is a stakeholder analysis task (Prepare), not readiness testing's focus. Option C is incorrect; collecting communication ideas is a planning activity, not the test's purpose, which is assessment. Option D is incorrect-incentive systems are HR-related and outside OCM's readiness scope. SAP OCM uses this test to ensure a smooth go-live.

"The business readiness test aims to detect people-related issues and challenges prior to go-live, enabling timely corrective actions" (SAP Activate, Business Readiness Assessment).

NEW QUESTION # 77

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