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SAP Certified Associate - Organizational Change Management Sample Questions (Q43-Q48):

NEW QUESTION # 43

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

Answer: A,C,D

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 # 44

How would you prepare to conduct a detailed change impact analysis workshop? Note: There are 2 correct answers to this question.

- A. Create a template with the relevant business processes broken down to a suitable level for the discussion
- B. Select one relevant impact dimension to be analyzed, for example process, technology, organization, or people
- C. Schedule individual upfront meetings with all workshop participants to collect initial insights
- D. Invite the appropriate workshop participants, for example process owners, subject matter experts, and key users

Answer: A,D

Explanation:
Preparing for a detailed change impact analysis (CIA) workshop, typically conducted in the SAP Activate Explore or Realize phase, requires careful planning to ensure actionable outcomes. Option A is correct because inviting the right participants-process owners (who understand current workflows), subject matter experts (SMEs, who provide technical/process depth), and key users (who represent end-user perspectives)- ensures a comprehensive assessment of impacts across affected areas. Their diverse insights are critical for identifying specific changes at a granular level, such as how a process shift affects daily tasks or system usage. Without these stakeholders, the workshop risks missing critical details or buy-in, undermining its effectiveness.
Option B is correct because creating a template with relevant business processes broken down to a suitable level (e.g., subprocesses like "order entry" within "order-to-cash") provides a structured framework for discussion. This template might include columns for as-is vs. to-be states, impact severity, and affected roles, enabling participants to systematically evaluate changes. It ensures focus and consistency, preventing the workshop from becoming a free-for-all discussion, and aligns with SAP's methodical approach to CIA.
Option C is incorrect because scheduling individual upfront meetings with all participants is impractical and time-consuming for a detailed CIA, which builds on prior high-level analysis. While some pre-workshop input might be gathered, the workshop itself is the collaborative forum for insights, not pre-meetings. Option D is incorrect because limiting the analysis to one dimension (e.g., only "process") contradicts the holistic nature of a detailed CIA, which assesses multiple dimensions (process, technology, organization,

people) to capture the full scope of change. SAP OCM emphasizes stakeholder inclusion and structured tools for detailed CIA preparation.

"Preparation for a detailed change impact analysis workshop involves inviting key stakeholders such as process owners, SMEs, and key users, and providing a structured template of business processes to guide the assessment of impacts across all dimensions" (SAP Activate Methodology, OCM Workstream, Detailed CIA Preparation).

NEW QUESTION # 45

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

Answer: B,C,E

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 # 46

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

Answer: B,C,E

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 # 47

What are typical causes for resistance in the cloud context? Note: There are 3 correct answers to this question.

- A. Impression of losing control and autonomy over your own data and systems
- B. Fear of increasing costs for the maintenance of the IT infrastructure
- C. Belief that the new standard processes will not meet the business requirements
- D. Doubt that the works council will agree to the new business processes
- E. Concern regarding data privacy and security of cloud solutions

Answer: A,C,E

Explanation:
Resistance in SAP cloud projects often stems from perceived risks. Option A is correct-data privacy/security concerns are common due to cloud hosting. Option B is correct; users resist if standard processes seem inadequate compared to legacy systems. Option C is correct as cloud solutions reduce local control, sparking resistance. Option D is incorrect-cloud typically lowers maintenance costs, not increases them. Option E is incorrect; works council doubts are situational, not a typical cause. SAP OCM identifies these as key resistance drivers to address.
"Resistance often arises from concerns over data security, process fit, and loss of control in cloud transitions" (SAP OCM Framework, Resistance Management).

NEW QUESTION # 48
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