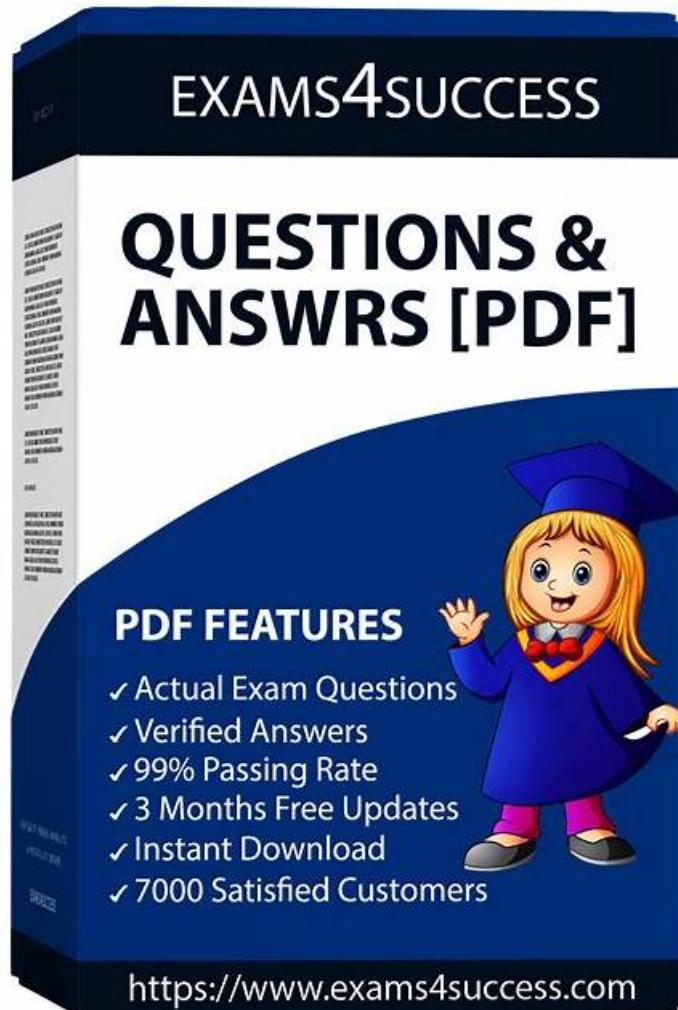


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SAP Certified Associate - Organizational Change Management Sample Questions (Q28-Q33):

NEW QUESTION # 28

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

Answer: C

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 # 29

Which enablement activities are usually performed during the Prepare phase of an SAP project? Note: There are 2 correct answers to this question.

- A. The enablement strategy
- B. The learning needs analysis for the business users
- C. The enablement content development
- D. The learning needs analysis for the project team

Answer: A,D

Explanation:

The Prepare phase in SAP Activate sets up enablement foundations. Option A is correct because the learning needs analysis (LNA) for the project team-e.g., assessing if consultants need S/4HANA skills-ensures implementers are ready before design, critical for early success. Option C is correct as the enablement strategy (e.g., "train key users first") defines the approach, aligning with project goals-e.g., planning phased training before go-live.

Option B is incorrect-content development (e.g., tutorials) occurs in Realize, once processes are defined.

Option D is incorrect; business user LNA follows in Explore/Realize, after impacts are clearer-Prepare focuses on the team. SAP OCM prioritizes early team readiness and strategy.

"In Prepare, perform the learning needs analysis for the project team and develop the enablement strategy to establish a strong enablement foundation" (SAP Activate, Prepare Phase Enablement).

NEW QUESTION # 30

Which advice fosters a successful delivery of change effectiveness activities?

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

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 # 31

What are the benefits of a change story for an SAP cloud project? Note: There are 2 correct answers to this question.

- A. Integrating key opponents into the development of the change story fosters an attitude change and reduces resistance.
- **B. The change story serves as the basis for all project-related communication assets, ensuring consistent messaging.**
- C. As the change story is updated on an ongoing basis, it provides important input for refining the change plan.
- **D. Elaborating and aligning the change story with the key project stakeholders helps to create a shared understanding of the project.**

Answer: B,D

Explanation:

The change story drives alignment and consistency. Option A is correct because it standardizes communication assets (e.g., presentations). Option B is correct as collaboration with stakeholders builds consensus. Option C is incorrect-opponents may resist inclusion, and it's not a primary benefit. Option D is incorrect; the change story informs, but updates don't directly refine the plan.

Extract from SAP OCM Concepts: The change story ensures consistent messaging and shared understanding (SAP OCM Framework, Communication).

NEW QUESTION # 32

Which follow-up activities derived from a detailed change impact analysis are usually taken over by change management?

- A. Design the future operating model for impacted business units and plan the implementation
- **B. Develop personas for the communication of the change impact and create communication assets**
- C. Define new roles and responsibilities and adapt organizational policies and procedures
- D. Identify resource constraints within impacted business units and develop mitigation activities

Answer: B

Explanation:

A detailed change impact analysis (CIA), conducted in the SAP Activate Explore or Realize phase, identifies specific changes across processes, technology, organization, and people, leading to follow-up activities.

Option C is correct because change management typically takes over developing personas (e.g., "Finance Clerk Sarah") to tailor communication about impacts (e.g., how new processes affect her day) and creating assets (e.g., newsletters, videos) to convey these messages effectively. This aligns with SAP OCM's focus on translating CIA findings into stakeholder engagement strategies. For instance, if the CIA shows a process change in accounts payable, change management might craft a persona-based FAQ to address user concerns, ensuring adoption through relatable messaging.

Option A is incorrect-defining roles/responsibilities and adapting policies (e.g., job descriptions, compliance rules) is typically an HR or organizational design task, often led by business leaders or project management, not change management, which focuses on people readiness, not structural redesign. Option B is incorrect; identifying resource constraints (e.g., staff shortages) and mitigation (e.g., hiring plans) falls under project management or business unit leadership, as it's operational rather than OCM-specific. Option D is incorrect- designing the future operating model (e.g., org charts, workflows) and planning its rollout is a strategic task for

business architects or consultants, not change management, which supports rather than owns this process. SAP OCM positions change management as the driver of communication and enablement post-CIA, not structural or resource adjustments.

"Change management takes on follow-up activities from a detailed CIA, such as developing personas and communication assets, to ensure stakeholders understand and adopt identified changes" (SAP Activate Methodology, OCM Workstream, Post-CIA Responsibilities).

NEW QUESTION # 33

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