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

NEW OUESTION #18

What are typical agenda topics for a change network kick-off meeting? Note: There are 2 correct answers to this question.

- A. Input of the project manager on experiences with change networks in previous projects
- B. Input of the change manager on the change network approach and the change agent role
- C. Input of the project sponsor on the importance of the project for the company
- D. Input of the subproject managers on challenges and hurdles in their respective area of responsibility

Answer: B,C

Explanation:

A change network kick-off meeting in SAP OCM launches the change agent network. Option C is correct because the change manager outlines the approach and agent roles, setting expectations. Option D is correct as the sponsor's input underscores the project's strategic value, motivating agents. Option A is incorrect- subproject managers focus on technical areas, not the change network. Option B is also incorrect; past experiences may inform planning but aren't a typical agenda item for agents. The focus is on role clarity and project significance.

"The change network kick-off includes the change manager defining roles and the sponsor reinforcing project importance to align and motivate agents" (SAP Activate, Change Network Setup).

NEW QUESTION #19

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

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

Answer: B

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 golive.

"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 OUESTION #20

A repeated stakeholder analysis for the management team of an impacted business unit reveals that targeted communication activities for one opponent do not have the desired impact on the opponent's attitude. What would you recommend as a next activity?

- A. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.
- B. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- C. Provide specific enablement sessions to positively influence the opponent's attitude.
- D. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.

Answer: D

Explanation:

When communication fails to shift an opponent's attitude, escalation to a higher authority like the project sponsor is a strategic move in SAP OCM. Option C is correct because the sponsor's involvement leverages their influence to address resistance, aligning with SAP's emphasis on leadership support in stakeholder management. Option A is incorrect-financial incentives are not a standard OCM practice and may undermine genuine buy-in. Option B is impractical; steering committee meetings are for decision-making, not resolving individual resistance. Option D could help but is less effective than sponsor engagement, as enablement alone may not address deeper concerns.

Extract from SAP OCM Concepts: SAP Activate recommends leveraging senior leadership (e.g., sponsors) to manage resistant stakeholders (SAP OCM Framework, Stakeholder Management).

NEW QUESTION #21

What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

- A. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers
- B. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior
- C. Involve business leaders in workshops to identify change impacts and to derive activities to allow a smooth transition
- D. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- E. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility

Answer: A,D,E

Explanation:

Aligning leadership in SAP OCM ensures top-down support for cloud projects. Option B is correct because Q&A sessions with project managers allow leaders to voice concerns (e.g., about standardization), fostering trust and alignment through dialogue. Option C is correct as involving leaders in communication (e.g., speaking at townhalls) leverages their authority to promote the project, boosting visibility and credibility.

Option D is correct because aligning goals and incentives (e.g., tying performance metrics to project success) minimizes conflicts, ensuring leaders prioritize the implementation.

Option A is incorrect-reducing bonuses is punitive, risks escalating resistance, and isn't an SAP OCM practice; positive reinforcement is preferred. Option E is incorrect; while leaders might join workshops, identifying impacts is typically for process owners/SMEs-leadership focuses on sponsorship, not derivation.

SAP OCM stresses engagement and alignment over coercion.

"Align leadership through Q&A opportunities, active communication roles, and goal alignment to secure their support and influence" (SAP Activate, Leadership Alignment Strategies).

NEW QUESTION #22

What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. Employee representative or works council
- B. The IT department
- C. The project sponsor
- D. The HR department
- E. Senior managers of impacted business units

Answer: A,C,E

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff-e.g., warehouse workers impacted by inventory changes-ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.

Option B is incorrect-HR might provide general employee data but lacks project-specific impact insight.

Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a comprehensive stakeholder map.

"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

NEW QUESTION #23

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