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SAP Certified Associate - Organizational Change Management Sample Questions (Q21-Q26):

NEW QUESTION # 21
What are typical causes for resistance in the cloud context? Note: There are 3 correct answers to this question.

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

Answer: B,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 # 22

Why is it important to map the new SAP roles and responsibilities to the business users impacted by a cloud implementation?

- A. It ensures that users are granted access only to the data, transactions, and system functionalities essential for their job roles.
- B. It is the foundation for developing personas and defining stakeholder-specific communication activities.
- C. It contributes to reducing costs for both training activities and the IT infrastructure to be provided.
- D. It allows the change manager to collect important information for developing the new operating model.

Answer: A

Explanation:
Mapping SAP roles and responsibilities to business users, typically done in the Realize phase, is a critical technical and security step in SAP cloud implementations. Option C is correct because it ensures users receive role-based access (e.g., via SAP's authorization profiles) limited to what their job requires-such as a sales rep accessing only sales transactions, not financial reporting. This prevents unauthorized access, enhances security, and aligns with SAP's best practices for system governance, reducing risks like data breaches or operational errors. For example, in S/4HANA Cloud, roles like "SAP_BR_SALES_REP" are mapped to specific users to control functionality access, a process tied to security and compliance.

Option A is incorrect because role mapping is a technical task for system access, not a foundation for personas (fictional stakeholder profiles) or communication, which rely on broader stakeholder analysis.

Option B is incorrect-developing the operating model (organizational structure/processes) is a higher-level task informed by process design, not user role mapping, which is more granular. Option D is incorrect; while role mapping might indirectly optimize training scope or infrastructure use, cost reduction isn't its primary purpose-security and efficiency are. SAP OCM integrates this mapping with enablement but prioritizes its role in access control.

"Mapping SAP roles to business users ensures access is restricted to essential data and transactions, aligning with security standards and supporting efficient system use" (SAP Activate, Enablement and Security Integration).

NEW QUESTION # 23

During a change network kick-off meeting, a change agent openly reports that he has beennominated by his manager against his will. How should the change manager react in this situation?

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

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 # 24

Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Frequency of use and owner of the channel
- B. Stakeholders or stakeholder groups targeted by the channel
- C. Name and short description of the channel
- D. Degree of standardization required for the channel
- E. Estimated costs per change communication activity via the channel

Answer: A,B,C

Explanation:
A communication channel analysis in SAP OCM evaluates how channels support change communication.
Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.
Option A is incorrect-"degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis-budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.
"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework,Communication Planning).

NEW QUESTION # 25
How would you carry out a high-level change impact analysis?

- A. Set up a survey within the project team
- B. Conduct interviews and workshops with key project stakeholders
- C. Analyze the differences between as-is and to-be processes
- D. Define and assess key change impact metrics

Answer: B

Explanation:
A high-level change impact analysis (CIA) in SAP OCM gathers broad insights early on. Option C is correct because interviews and workshops with stakeholders (e.g., business leads) provide a comprehensive view of impacts across units. Option A is incorrect-surveys are too narrow and project-team focused. Option B is part of detailed CIA, not high-level. Option D is a follow-up, not the method itself. SAP emphasizes stakeholder engagement for high-level CIA.
"Conduct high-level change impact analysis through stakeholder interviews and workshops to assess broad impacts" (SAP Activate, OCM Workstream, Prepare Phase).

NEW QUESTION # 26
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