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Subjects

1. Change Realization
2. Organizational Change Management Set-up
3. Organizational Change Management Methodology
4. Change Communication
5. Change Enablement
6. Change Leadership
7. Change Effectiveness
8. Change Strategy

Topic: 1

Change Realization

Question: 1

What is the added value of a high-level change impact analysis?

Note: There are 3 correct answers to this question.

- A. It reveals key project risks that can be integrated in the project's risk management at an early stage.
- B. It provides an initial systematic overview of the amount and the nature of the upcoming changes.
- C. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.
- D. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.
- E. It delivers input for communication activities, making the implications of the project more tangible.

Answer: A, B, D

Change Realization

Question: 2

What is the difference between the high-level and the detailed change impact analysis?

- A. The high-level change impact analysis is facilitated by the change manager, whereas the detailed change impact analysis is facilitated by the project lead.
- B. The high-level change impact analysis is conducted on a business unit level, whereas the detailed change impact analysis is conducted on a business process level.
- C. The high-level change impact analysis focuses on the as-is processes, whereas the detailed change impact analysis focuses on the to-be processes.
- D. The high-level change impact analysis is scheduled in the SAP Activate Realize phase, whereas the detailed change impact analysis is scheduled in the SAP Activate Explore phase.

Answer: B

Change Realization

Question: 3

Why is the implementation of an SAP cloud solution a holistic business transformation?

- A. It impacts the collaboration with suppliers and customers.
- B. It impacts both employees and managers.
- C. It leads to changes in the technology, process, organization, and people dimensions.
- D. It leads to significant changes of the existing IT landscape.

Answer: C

Change Realization

Question: 4

How would you carry out a high-level change impact analysis?

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

Answer: C

Change Realization

Question: 5

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

Answer: A, C, D

Change Realization

Question: 6

What are risks of skipping the detailed change impact analysis in a cloud project? Note: There are 2 correct answers to this question.

- A. Decreasing motivation within the project team
- B. Lacking insights for updating the change story
- C. Underestimating the change impacts of the cloud project
- D. Missing information for planning the organizational transition

Answer: C, D

Change Realization

Question: 7

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

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

Answer: A, B

Change Realization

Question: 8

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

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

Answer: C

Change Realization

Question: 9

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

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

Answer: C

Change Realization

Question: 10

How are users impacted by the implementation of an SAP cloud solution?

Note: There are 2 correct answers to this question.

- A. They must adopt the new best-practice processes.
- B. They must prepare for a long implementation process.
- C. They must get accustomed to ongoing change.
- D. They must customize the solution according to their specific needs.

Answer: A, C



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