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Subjects

1. Change Realization
2. Organizational Change Management Set-up
3. Organizational Change Management Methodology
4. Change Communication
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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.

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.

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

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

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.

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