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## SAP Certified Associate - Organizational Change Management Sample Questions (Q36-Q41):

### NEW QUESTION # 36

What are the benefits of different communication channels for the change communication in an SAP cloud project?

- A. Using already existing channels allows to communicate generic information, and establishing new channels helps to convey messages to younger users.
- B. Using already existing channels allows a fast internalization of conveyed messages, and establishing new channels reduces the alignment effort with the project lead.
- **C. Using already existing channels reduces costs and effort, and establishing new channels helps to draw attention to the communicated content.**
- D. Using already existing channels helps to point out what remains stable, and establishing new channels contributes to preventing an information overload.

**Answer: C**

Explanation:

Effective communication in SAP OCM leverages a mix of channels. Option A is correct because existing channels (e.g., company intranet) save resources, while new channels (e.g., project-specific newsletters) highlight critical updates, grabbing attention. Option B is incorrect-channel choice isn't age-specific, and "generic information" isn't a key benefit. Option C is flawed; existing channels don't inherently signal stability, and new channels don't prevent overload. Option D is incorrect-internalization speed and alignment effort aren't primary benefits tied to channel type. SAP OCM advocates balancing efficiency and impact, making A the best fit. "Utilize existing channels to minimize effort and cost, and introduce new channels to emphasize key messages and enhance visibility" (SAP OCM Framework, Communication Dimension).

### NEW QUESTION # 37

What are typical tasks of a change manager in cloud projects? Note: There are 3 correct answers to this question.

- A. Advising all leaders how to break resistance within their team
- **B. Supporting the execution of change management activities**
- **C. Orchestrating the change management activities**
- **D. Providing expertise for handling people-related challenges**
- E. Acting as key speakers in information sessions for the business

**Answer: B,C,D**

Explanation:

The change manager in SAP cloud projects drives OCM execution. Option A is correct because orchestrating activities (e.g., coordinating communication, training) ensures a cohesive effort, like a conductor aligning an orchestra-e.g., timing stakeholder workshops with project milestones. Option C is correct as providing expertise on people challenges (e.g., resistance, skill gaps) guides the project team, offering solutions like tailored enablement. Option D is correct because supporting execution (e.g., facilitating workshops, reviewing plans) ensures activities succeed, often hands-on with the team. Option B is incorrect-"advising all leaders" overstates the role; change managers coach key leaders, but breaking resistance is a shared leadership task. Option E is incorrect; while they might speak, key speakers are often sponsors or leaders for authority-change managers focus on planning, not presenting. SAP OCM defines the change manager as a strategic coordinator and expert. "Change managers orchestrate OCM activities, provide people-focused expertise, and support execution to ensure project success" (SAP Activate, Change Manager Role).

### NEW QUESTION # 38

Why is it important to assess the communication needs of different stakeholder groups? Note: There are 2 correct answers to this question.

- **A. Because it helps to avoid information deficits and overload.**
- **B. Because it helps to tailor-fit the information to be provided.**
- C. Because it provides first insights into the change impacts.
- D. Because it is a valuable source of information for stakeholder identification.

**Answer: A,B**

Explanation:

Assessing communication needs ensures effective messaging in SAP OCM. Option C is correct because it prevents under- or over-communication, maintaining engagement without overwhelming stakeholders. Option D is correct as tailoring information (e.g., by role or impact) increases relevance and adoption. Option A is incorrect-stakeholder identification precedes communication planning, not vice versa. Option B is also incorrect; change impacts are assessed separately, not primarily through communication needs.

Extract from SAP OCM Concepts: SAP OCM stresses tailored communication to avoid deficits or overload (SAP OCM Framework, Communication Dimension).

#### NEW QUESTION # 39

Why is it beneficial to collect both quantitative and qualitative data in a change assessment?

- A. Quantitative data provides explanations for the ratings, and qualitative data provides contextual information.
- B. Quantitative data is easy to interpret, and qualitative data is easy to aggregate.
- **C. Quantitative data allows for compelling visualization, and qualitative data allows you to gain unexpected insights.**
- D. Quantitative data makes it easy to contrast different business units, and qualitative data makes it easy to ensure anonymity.

**Answer: C**

Explanation:

In SAP OCM, a change assessment benefits from both data types. Option D is correct because quantitative data (e.g., survey scores) can be visualized (charts, graphs) for impact, while qualitative data (e.g., interviews) reveals nuanced insights (e.g., resistance reasons). Option A is incorrect-anonymity isn't a primary qualitative benefit. Option B is flawed; qualitative data is harder to aggregate. Option C reverses roles- qualitative explains, quantitative rates. SAP OCM uses this dual approach for a fuller picture. "Quantitative data supports visualization, while qualitative data uncovers deeper insights in change assessments" (SAP Activate, Change Assessment Guidelines).

#### NEW QUESTION # 40

The stakeholder analysis in a cloud project reveals that two important business leaders belong to the "opponents" category. What are your favorite strategies? Note: There are 2 correct answers to this question.

- A. Ignoring the opponents and focusing on the skeptics
- **B. Preventing opponents from forming an alliance against the project**
- C. Working on changing their attitude towards the project
- **D. Trying to reduce their influence on the project success**

**Answer: B,D**

#### NEW QUESTION # 41

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