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## SAP Certified Associate - Organizational Change Management Sample Questions (Q30-Q35):

### NEW QUESTION # 30

What should a change manager make clear to avoid being held responsible for handling all people-related issues within the cloud project? Note: There are 3 correct answers to this question.

- A. Change management is a team sport, requiring the commitment and engagement of the entire project team
- B. Change management is a core leadership task, requiring the active involvement and support of the business
- C. Change management is a checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- D. Change management is a long-distance endeavor, requiring a continuous joint effort throughout the project
- E. Change management is a project management task, requiring the project lead to apply tools and templates provided by the change manager

**Answer: A,B,D**

Explanation:

The change manager in SAP OCM must set boundaries to avoid being the sole "people fixer." Option A is correct-describing OCM as a "long-distance endeavor" with joint effort clarifies it's an ongoing, collective process (e.g., spanning Prepare to Run), not a solo fix-it role. For instance, adoption issues in Run require sustained teamwork, not just the change manager's intervention. Option B is correct because calling it a "team sport" emphasizes that the project team-PM, IT, business-shares responsibility (e.g., PM schedules, IT supports, OCM guides), preventing the change manager from being overburdened. Option D is correct as framing OCM as a "core leadership task" highlights that business leaders must drive buy-in (e.g., a VP addressing resistance), not just delegate to the change manager.

Option C is incorrect-OCM isn't a project management task; it's a distinct discipline collaborating with PM, not subsumed under it. Option E is incorrect; a "checkbox approach" misrepresents OCM's dynamic, adaptive nature-strict procedures don't fit SAP's agile methodology. SAP OCM stresses shared ownership to manage expectations.

"Clarify that change management is a continuous, team-based effort requiring leadership support, not a solitary or rigid task, to define its scope accurately" (SAP OCM Framework, Change Manager Role Clarification).

### NEW QUESTION # 31

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. Define and assess key change impact metrics
- D. Analyze the differences between as-is and to-be processes

**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 # 32

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

- A. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan
- B. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan
- C. Refer to the advantages of an agile approach for continuously updating and refining the change plan

- D. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list

**Answer: C,D**

#### NEW QUESTION # 33

In the SAP Activate Prepare phase, the cloud project is set up and officially launched. Which change management activities are usually started in this phase? Note: There are 3 correct answers to this question.

- A. Identify the key stakeholders and conduct a stakeholder analysis
- B. Facilitate the role mapping process
- C. Develop an initial change plan for the cloud project
- D. Conduct a detailed change impact analysis
- E. Develop and align the change network strategy

**Answer: A,C,E**

Explanation:

The SAP Activate Prepare phase is the foundational stage where the project is initiated, and change management begins laying the groundwork for success. Option A is correct because developing an initial change plan establishes the roadmap for OCM activities, outlining scope, timelines, and key interventions aligned with the project plan. This plan is high-level at this stage, focusing on setting direction rather than granular details, which come later. Option B is correct as identifying key stakeholders and conducting a stakeholder analysis is a critical early step to understand who will be impacted, their influence, and their attitudes (e.g., supporters or opponents). This analysis informs subsequent engagement strategies. Option D is correct because developing and aligning the change network strategy involves planning how change agents will support the project, ensuring early buy-in from influential individuals across the organization.

Option C is incorrect because a detailed change impact analysis (CIA) typically occurs in the Explore phase, where process gaps are identified during fit-to-standard workshops. In Prepare, only a high-level CIA might begin, but the question specifies "detailed," which doesn't align here. Option E is incorrect as role mapping (assigning SAP roles to users) is a technical and enablement activity that happens later, often in the Realize phase, not Prepare. The Prepare phase focuses on readiness and planning, not execution-level tasks like role mapping. In SAP OCM, these activities ensure a proactive start, aligning people-related efforts with the project's kickoff.

"In the Prepare phase, change management initiates activities such as developing an initial change plan, conducting stakeholder analysis, and defining the change network strategy to establish a solid foundation for the project" (SAP Activate Methodology, Change Management Workstream, Prepare Phase).

#### NEW QUESTION # 34

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

**Answer: A**

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 # 35

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