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updated on a regular basis.

## SAP Certified Associate - Organizational Change Management Sample Questions (Q64-Q69):

### NEW QUESTION # 64

Why is it important to develop an enablement strategy for an SAP cloud project? Note: There are 3 correct answers to this question.

- A. It ensures the definition of the role-based course catalog for the project
- B. It provides a clear direction for all enablement activities
- C. It serves as baseline to deliver enablement on time, to budget, and to quality
- D. It supports the timely assignment of suitable trainers to enablement courses
- E. It helps to prepare all enablement related activities in a timely manner

**Answer: B,C,E**

Explanation:

An enablement strategy in SAP OCM (Prepare/Explore) ensures users are ready for the cloud system. Option A is correct because it prepares activities (e.g., training schedules) timely-e.g., planning sessions before Realize avoids last-minute rushes. Option B is correct as it baselines delivery-on time (before go-live), to budget (resource allocation), and to quality (effective materials)-e.g., ensuring training meets adoption goals. Option D is correct because it directs activities (e.g., "focus on key users first"), aligning efforts with project needs.

Option C is incorrect-a course catalog is an output, not the strategy's purpose. Option E is incorrect; trainer assignment is logistical, not a core strategic benefit. SAP OCM uses the strategy for planning and execution clarity.

"An enablement strategy ensures timely preparation, provides a delivery baseline, and directs all enablement activities for user readiness" (SAP Activate, Enablement Strategy Importance).

### NEW QUESTION # 65

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

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

**Answer: B**

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 # 66

What are the key benefits of defining clear enablement roles in an SAP project? Note: There are 3 correct answers to this question.

- A. It increases transparency and visibility in the project team and helps to facilitate decision-making processes

- B. It provides the enablement team members with the required tools to execute enablement activities
- C. It describes the enablement strategy and gives clear directions for the enablement team
- D. It ensures that everyone involved in enablement activities knows what needs to be done
- E. It gives enablement team members a greater sense of ownership and increases team accountability

**Answer: A,D,E**

Explanation:

Defining clear enablement roles (e.g., enablement lead, trainer) in SAP OCM ensures effective training and adoption. Option A is correct because ownership-e.g., a trainer knowing they're responsible for content delivery-boosts accountability; if roles blur, tasks like scheduling sessions might slip, delaying readiness.

Option B is correct as transparency (e.g., who handles logistics) and visibility (e.g., roles listed in the plan) streamline decisions-e.g., the project manager can quickly assign a task knowing the enablement lead oversees it, avoiding confusion. Option C is correct because clarity on duties (e.g., "content developer creates materials") ensures everyone knows their part-without this, a key user training might lack materials due to unclear responsibility, risking go-live preparedness.

Option D is incorrect-roles don't describe the strategy (a separate document); they execute it. Option E is incorrect; tools (e.g., SAP Enablement Platform) are provided separately, not via role definitions. SAP OCM emphasizes role clarity for ownership, transparency, and execution efficiency.

"Clear enablement roles enhance ownership and accountability, increase transparency and visibility for decision-making, and ensure all involved understand their responsibilities" (SAP Activate, Enablement Framework, Role Definition Benefits).

#### **NEW QUESTION # 67**

How are users impacted by the implementation of an SAP cloud solution? Note: There are 2 correct answers to this question.

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

**Answer: A,B**

Explanation:

SAP cloud solutions (e.g., S/4HANA Cloud) reshape user experience. Option A is correct-users must adopt best-practice processes (e.g., standardized procurement) over custom legacy ways, a core shift requiring adaptation-e.g., learning a new UI instead of old shortcuts. Option C is correct as ongoing change-e.g., quarterly releases with new features-demands continuous adjustment, unlike static on-premise systems, impacting daily work patterns.

Option B is incorrect-implementation length affects project teams, not users directly; their impact is post-go- live. Option D is incorrect-users don't customize cloud solutions (a technical task); they adapt to pre- configured standards. SAP OCM focuses on process and change adaptation.

"Users are impacted by adopting best-practice processes and adjusting to ongoing changes from cloud solution updates" (SAP Activate, User Impact Overview).

#### **NEW QUESTION # 68**

Which organizational change management activity is usually performed in which SAP Activate phase? Note: There are 2 correct answers to this question.

- A. The change assessment is usually conducted in the Prepare phase
- B. The user adoption analysis is usually conducted in the Run phase
- C. The change plan is usually developed in the Explore phase
- D. The business readiness assessment is usually conducted in the Discover phase

**Answer: A,B**

Explanation:

SAP Activate phases align OCM activities with project stages. Option A is correct because user adoption analysis-measuring actual usage (e.g., system logins, feedback)-occurs in the Run phase post-go-live, assessing real outcomes vs. predictions. Option C is correct as the change assessment (evaluating readiness, culture, capabilities) happens in the Prepare phase to baseline the organization before detailed planning-e.g., interviewing leaders to gauge change appetite.

Option B is incorrect-the business readiness assessment (checking go-live preparedness) is in Deploy, not Discover, which focuses

on solution exploration. Option D is incorrect; the change plan starts in Prepare (initial version), not Explore, where it's refined. SAP OCM ties activities to phase-specific goals.

"Change assessment occurs in Prepare to evaluate readiness, and user adoption analysis in Run to measure post-go-live success" (SAP Activate, OCM Phase Alignment).

## NEW QUESTION # 69

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