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SAP Certified Associate - Organizational Change Management Sample Questions (Q75-Q80):

NEW QUESTION # 75

What are the key elements of a user adoption strategy for an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Agreed catalog of strategies to mitigate user adoption risks or issues

- B. Identified business stakeholders to be informed about the analysis results
- C. Agreed list of appropriate user adoption indicators before and after go-live
- D. Defined process for monitoring the selected user adoption indicators

Answer: C,D

Explanation:

A user adoption strategy in SAP OCM ensures sustained system use. Option B is correct because a defined monitoring process (e.g., monthly usage reports) tracks indicators like login frequency, ensuring adoption is measured systematically. Option C is correct as an agreed list of indicators (e.g., transaction completion rates pre-go-live, satisfaction scores post-go-live) provides clear metrics to assess success, set during planning (Prepare/Explore).

Option A is incorrect- "catalog of strategies" is vague; mitigation is part of broader OCM, not the adoption strategy's core. Option D is incorrect; identifying stakeholders for results is operational, not a key element of the strategy itself. SAP OCM focuses on measurable adoption drivers.

"A user adoption strategy includes a monitoring process and agreed indicators to track and ensure successful system uptake" (SAP Activate, User Adoption Strategy).

NEW QUESTION # 76

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 is the foundation for developing personas and defining stakeholder-specific communication activities.
- D. It contributes to reducing costs for both training activities and the IT infrastructure to be provided.

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 # 77

The project leadership team agreed on the pulse check objectives, focus topics, target groups, and guiding principles. What are the next steps that must be executed to set up a pulse check? Note: There are 2 correct answers to this question.

- A. Develop the questions and prepare the questionnaire in a survey platform
- B. Plan the survey waves for the remaining project duration
- C. Inform the steering committee about the time schedule for the pulse check
- D. Involve employee representatives if required due to legal regulations

Answer: A,B

NEW QUESTION # 78

What should be considered when developing personas? Note: There are 2 correct answers to this question.

- A. Using a real person as an inspiration for the persona to make the persona as realistic as possible

- B. Finding the right level of detail, avoiding a too granular or too generic description of personas
- C. Involving representatives of the target group into the development of personas
- D. Aligning the persona descriptions with the employee representatives of the respective target groups

Answer: B,C

Explanation:

Personas in SAP OCM personalize communication, and their development requires balance and input. Option A is correct because the right detail level-e.g., "Finance User, 35, cautious, needs process clarity"-avoids being too specific (e.g., daily tasks) or too vague (e.g., "employee"), ensuring usability without losing focus.

Option B is correct as involving target group reps (e.g., a key user) ensures accuracy-e.g., they might note "we need system tips," shaping a persona's needs realistically.

Option C is incorrect-employee reps (e.g., works council) focus on rights, not persona details; alignment isn't needed. Option D is incorrect; using a real person risks bias or privacy issues-personas are composites, not copies. SAP OCM stresses relevance and collaboration in persona creation.

"Develop personas with balanced detail and target group input to ensure they reflect stakeholder needs accurately" (SAP OCM Framework, Persona Creation Guidelines).

NEW QUESTION # 79

The results of a business readiness test reveal relatively low ratings across all survey topics for one business unit compared to other units. What is the recommended next step for the change manager to mitigate the risk of low readiness for this unit?

- A. Schedule a short workshop with project management to develop mitigation activities to improve the business readiness for this unit.
- B. Organize a workshop with project management, local management, and assigned change agents to discuss results and better understand the specific needs.
- C. Set up a call with the assigned change agents to discuss the results and develop mitigation activities to enhance the business readiness.
- D. Arrange a meeting with the project sponsor, local management, and selected users to discuss the results and develop mitigation activities.

Answer: B

NEW QUESTION # 80

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