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SAP Certified Associate - Organizational Change Management Sample Questions (Q71-Q76):

NEW QUESTION # 71

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- A. Benefits and investments
- B. Training and enablement offerings
- C. Key facts and figures
- D. Risks and issues
- E. Non-targets

Answer: A,C,D

NEW QUESTION # 72

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 checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- C. Change management is a core leadership task, requiring the active involvement and support of the business
- 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,C,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 # 73

What does change enablement mean in the context of SAP cloud implementations?

- A. It refers to all activities that help people to learn and adopt new SAP systems and processes in their working life
- B. It refers to all tasks that support the project leadership team to learn how to deal with resistance during the cloud project
- C. It refers to all deliverables that support the project team to deliver change management during the cloud implementation
- D. It refers to all activities that upskill the impacted business leaders to handle organizational change management in their areas of responsibility

Answer: A

Explanation:

Change enablement in SAP cloud implementations focuses on user adoption. Option B is correct because it encompasses all activities-training, workshops, support-that help people (end-users, key users) learn and adopt new SAP systems (e.g., S/4HANA Cloud) and processes (e.g., best practices) in their daily work. This broad definition aligns with SAP OCM's goal of ensuring sustained use post-go-live, addressing both technical skills and behavioral change. For example, enablement might include e-learning

on system navigation or process simulations to ease the transition.

Option A is incorrect-supporting leadership to handle resistance is a subset of change leadership, not enablement, which targets users. Option C is incorrect; deliverables (e.g., plans, reports) support OCM broadly, not just enablement, which is action-oriented. Option D is incorrect-upskilling leaders is leadership development, not user-focused enablement. SAP OCM defines enablement as user-centric preparation.

"Change enablement refers to activities that enable people to learn and adopt new SAP systems and processes, ensuring effective integration into their work" (SAP OCM Framework, Enablement Definition).

NEW QUESTION # 74

What are characteristics of suitable interview partners for a change assessment? Note: There are 2 correct answers to this question.

- A. They should already have a good overview of the cloud project, its strategic goals, and the possible impacts
- B. They should know the company well to answer questions based on experience of previous changes
- C. They should be on an employee level, because they can act as representatives of this large stakeholder group
- D. They should have previous experience with change management to provide advice regarding appropriate activities

Answer: A,B

Explanation:

Change assessment interviews in SAP OCM (Prepare phase) require informed respondents. Option C is correct because partners with an overview of the project-its goals (e.g., cost reduction) and impacts (e.g., process shifts)-can provide strategic insights, often leaders or key users briefed early. Option D is correct as company knowledge (e.g., past change successes/failures) enables contextual answers, grounding feedback in organizational reality-e.g., "We struggled with training last time." Option A is incorrect-employee-level staff may represent users but often lack the broad perspective needed; key users suffice. Option B is incorrect; OCM experience is helpful but not required-interviewees provide data, not advice. SAP OCM seeks knowledgeable, experienced voices.

"Suitable interview partners have project overview and company experience to offer informed insights for the change assessment" (SAP OCM Framework, Interview Partner Selection).

NEW QUESTION # 75

What advice promotes the successful implementation of change enablement activities? Note: There are 3 correct answers to this question.

- A. Assign an enablement lead that reports into the steering committee to foster high management attention on enablement activities
- B. Provide a comprehensive enablement strategy guiding the impacted business areas through all enablement activities
- C. Ensure that the enablement team actively participates in the fit-to-standard workshops to derive learning needs for impacted user groups
- D. Establish an enablement team with clear roles, responsibilities, skills and time to carry out enablement well
- E. Integrate key enablement activities into the overall project plan to increase attention and to avoid critical activities being overlooked

Answer: B,D,E

Explanation:

Successful change enablement in SAP OCM ensures users adopt the system effectively. Option B is correct because an enablement team with defined roles (e.g., trainer), skills (e.g., content creation), and time ensures professional execution, avoiding ad-hoc efforts. Option C is correct as a comprehensive strategy (e.g., outlining training phases, tools) guides business areas systematically, aligning enablement with project goals.

Option D is correct because integrating enablement into the project plan (e.g., scheduling training before go-live) ensures visibility and prioritization alongside technical tasks.

Option A is incorrect-reporting to the steering committee overcomplicates governance; the enablement lead coordinates with project management, not executives directly. Option E is incorrect; fit-to-standard workshops (Explore phase) involve process owners/SMEs, not the enablement team, whose role is delivery, not needs derivation. SAP OCM emphasizes structure and integration for enablement success.

"Promote enablement success with a skilled team, a comprehensive strategy, and integration into the project plan to ensure effective user preparation" (SAP Activate, Enablement Best Practices).

NEW QUESTION # 76

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