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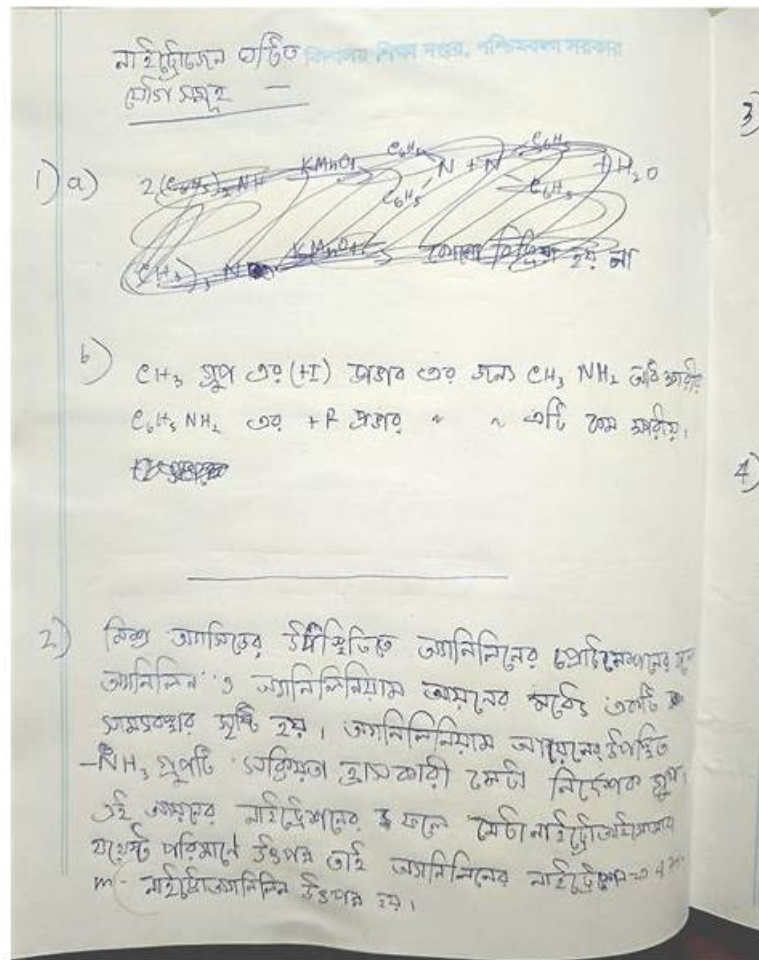

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SAP Certified Associate - Organizational Change Management Sample Questions (Q10-Q15):

NEW QUESTION # 10
What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

- A. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior
- B. Involve business leaders in workshops to identify change impacts and to derive activities to allow a smooth transition
- C. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility
- D. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- E. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers

Answer: B,C,E

NEW QUESTION # 11
In the SAP Activate Explore phase, the project team conducts fit-to-standard workshops to identify gaps between business requirements and the SAP best practice standard. Which change management challenge is typical for this phase?

- A. Some business users do not adopt the new cloud solution.
- B. Some business departments do not feel well prepared for the go-live.
- C. Some managers show resistance towards the cloud standard.
- D. Some project team members have never heard of organizational change management.

Answer: C

Explanation:
During the Explore phase, fit-to-standard workshops focus on aligning business processes with SAP's best practices, often revealing changes to current ways of working. Option C is correct because managers may resist the cloud standard if it reduces customization or control, a common challenge in this phase. Option A is incorrect-lack of OCM awareness is more typical in the Discover or Prepare phase. Option B is incorrect; user adoption issues emerge post-go-live (Run phase), not in Explore. Option D is also incorrect; go-live readiness concerns arise in the Deploy phase, not Explore.
Extract from SAP OCM Concepts: Resistance to standardization is a key challenge in the Explore phase, requiring targeted stakeholder engagement (SAP Activate, OCM Workstream).

NEW QUESTION # 12
Which communication activities are suitable to celebrate the success of a cloud implementation project? Note:
There are 3 correct answers to this question.

- A. All-employee meeting allowing the project team members to talk about their individual contributions to the project
- B. Appreciation e-mail from the project lead to the change agents with their managers in cc
- C. Video with testimonials from different users posted in the corporate intranet
- D. E-mail from the change manager to all impacted users describing the project achievements
- E. "Thank you" e-mail from the project sponsor to the project team members

Answer: B,C,E

Explanation:
Celebrating success in SAP OCM (Run phase) reinforces morale and adoption. Option A is correct because an appreciation e-mail from the project lead to change agents, with managers copied, recognizes their efforts and boosts visibility. Option B is correct as a "thank you" e-mail from the sponsor to the project team acknowledges their role, leveraging the sponsor's authority. Option E is correct because a video with user testimonials on the intranet shares success stories broadly, inspiring others.
Option C is incorrect-an all-employee meeting with team members discussing contributions risks being too detailed and less engaging for a broad audience; celebrations should be concise. Option D is incorrect; an e- mail from the change manager to users focuses on informing, not celebrating, and lacks the personal touch of leadership recognition. SAP OCM emphasizes impactful, leadership-driven celebrations.
"Celebrate success with leadership emails to agents and teams, and user testimonial videos, to reinforce achievement and

engagement" (SAP Activate, Post-Go-Live Communication).

NEW QUESTION # 13
Which general recommendations help to deliver change management successfully? Note: There are 2 correct answers to this question.

- A. Only use standardized tools and templates
- B. Establish trustful cooperation with project management
- C. Be user-centric and empathetic
- D. Calculate the return on investment (ROI) for change management activities

Answer: B,C

Explanation:
Successful change management in SAP OCM hinges on people and collaboration. Option C is correct-being user-centric and empathetic (e.g., addressing a user's fear of change with tailored support) ensures adoption by meeting emotional and practical needs, not just pushing info. Option D is correct as trustful cooperation with project management-e.g., aligning OCM with milestones-integrates efforts, like syncing training with testing, avoiding silos.
Option A is incorrect-standard tools help, but flexibility (e.g., custom workshops) is key; rigidity limits impact. Option B is incorrect-ROI calculation is impractical for OCM's qualitative benefits (e.g., morale); focus is on outcomes, not finance. SAP OCM thrives on empathy and partnership.
"Deliver change management successfully by being user-centric and empathetic, and fostering trustful cooperation with project management" (SAP OCM Framework, Success Recommendations).

NEW QUESTION # 14
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. Defined process for monitoring the selected user adoption indicators
- 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. Agreed catalog of strategies to mitigate user adoption risks or issues

Answer: A,C

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 # 15
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