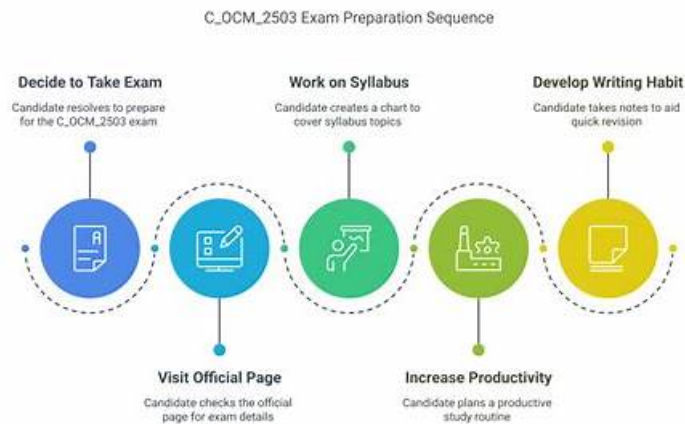


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SAP Certified Associate - Organizational Change Management Sample Questions (Q80-Q85):

NEW QUESTION # 80

Which communication assets are usually developed at an early stage of an SAP cloud project? Note: There are 2 correct answers to this question.

- A. An FAQ list describing the key change impacts for different user groups
- B. A glossary explaining typical SAP and business terms used in the cloud context
- C. A modular overview presentation providing generic project information
- D. A cheat sheet giving hands-on advice about how to use the new cloud system

Answer: B,C

Explanation:

Early-stage communication assets in SAP OCM (Prepare/Explore phases) aim to build awareness and understanding. Option B is correct because a modular overview presentation (e.g., slides on project goals, timeline, benefits) provides generic, reusable information for initial stakeholder briefings, such as kick-off meetings. Its modularity allows customization for different audiences (e.g., executives vs. users). Option C is correct as a glossary of SAP terms (e.g., "fit-to-standard," "S/4HANA") and business jargon clarifies terminology, reducing confusion in a cloud context where new concepts abound.

Option A is incorrect-an FAQ on change impacts requires detailed CIA insights, which come later (Explore/Realize). Option D is incorrect; a cheat sheet with system usage tips is an enablement tool developed closer to go-live (Realize/Deploy), not early on. SAP OCM prioritizes foundational assets to set the stage for later specifics.

"Early communication assets include a modular project overview presentation and a glossary of SAP and business terms to establish clarity and awareness" (SAP Activate, Early Communication Deliverables).

NEW QUESTION # 81

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

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

Answer: B,D,E

NEW QUESTION # 82

Which dimensions are suitable for analyzing individual stakeholders of a cloud implementation in a 2x2 matrix? Note: There are 2 correct answers to this question.

- A. Level of influence on the project success, distinguishing between low and high
- B. Extent of expected change impacts, distinguishing between few and many
- C. Attitude towards the project, distinguishing between negative and positive
- D. Degree of resistance, distinguishing between low and high

Answer: A,C

Explanation:

A 2x2 matrix in SAP OCM stakeholder analysis plots individuals for strategic engagement. Option B is correct-attitude (negative vs. positive) gauges support level-e.g., a positive VP vs. a negative clerk- guiding communication focus. Option C is correct as influence (low vs. high) measures impact potential-e.

g., a high-influence director can sway outcomes more than a low-influence user-prioritizing effort. Together, they create a matrix (e.g., high-influence/positive = "champions") for tailored strategies.

Option A is incorrect-"degree of resistance" overlaps with attitude; it's a symptom, not a distinct axis.

Option D is incorrect; change impact extent is group-level (e.g., unit-wide), not individual-specific in a 2x2.

SAP OCM uses attitude/influence for precision.

"Analyze stakeholders in a 2x2 matrix using attitude (positive/negative) and influence (low/high) to prioritize engagement effectively" (SAP Activate, Stakeholder Analysis Tools).

NEW QUESTION # 83

What is the key benefit of capturing lessons learned towards the end of a cloud implementation?

- A. It facilitates the hand-over process of important project activities to the IT organization of the company.
- B. It supports the project leadership team to identify the project team members who deserve special appreciation for their good work.
- C. It contributes to the organization's capabilities to successfully handle future business transformations.
- D. It helps to identify ad-hoc activities to foster high and sustainable user adoption after the go-live.

Answer: C

Explanation:

Capturing lessons learned in SAP projects (typically in the Run phase) enhances future success. Option D is correct because it builds organizational knowledge for subsequent transformations. Option A is incorrect- hand-over is a separate process, not the key benefit. Option B is incorrect; adoption activities are planned earlier, not ad-hoc from lessons learned. Option C is incorrect; recognition is a byproduct, not the primary goal.

Extract from SAP OCM Concepts: Lessons learned in SAP Activate improve future change capabilities (SAP OCM Framework).

NEW QUESTION # 84

How would you carry out a high-level change impact analysis?

- A. Set up a survey within the project team
- B. Define and assess key change impact metrics
- C. Analyze the differences between as-is and to-be processes
- **D. Conduct interviews and workshops with key project stakeholders**

Answer: D

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 # 85

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