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SAP Certified Associate - Organizational Change Management Sample Questions (Q30-Q35):

NEW QUESTION # 30

Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Frequency of use and owner of the channel
- B. Stakeholders or stakeholder groups targeted by the channel
- C. Degree of standardization required for the channel
- D. Name and short description of the channel
- E. Estimated costs per change communication activity via the channel

Answer: A,B,D

Explanation:

A communication channel analysis in SAP OCM evaluates how channels support change communication.

Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.

Option A is incorrect- "degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis- budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.

"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework, Communication Planning).

NEW QUESTION # 31

What are success factors for the different dimensions of the change management framework? Note: There are 3 correct answers to this question.

- A. Regarding change effectiveness, it is important to use a balanced combination of change effectiveness measures.
- B. Regarding change communication, it is important to develop a compelling, comprehensive change story.
- C. Regarding change strategy, it is important to fulfill the expectations towards change management.
- D. Regarding change leadership, it is important to establish stakeholder management as an ongoing activity.
- E. Regarding change realization, it is important to actively support the business units in the development of a new operating model.

Answer: A,D,E

Explanation:

SAP's OCM framework includes dimensions like realization, leadership, and effectiveness. Option A is correct because change realization involves supporting business units to adopt new models post- implementation. Option C is correct as change leadership requires ongoing stakeholder management to sustain support. Option D is correct because effectiveness relies on diverse metrics (e.g., adoption rates, satisfaction) to assess impact. Option B is vague and not a specific success factor- meeting expectations is an outcome, not a driver. Option E, while important, is a communication tactic, not a framework-wide success factor.

Extract from SAP OCM Concepts: Success factors in SAP OCM include support for realization, continuous leadership, and robust effectiveness measures (SAP OCM Framework).

NEW QUESTION # 32

What are the key target groups of the learning needs analysis of an SAP project?

- A. IT team and software providers
- B. Project team and business users
- C. Managers and employees
- D. Business users and suppliers

Answer: B

Explanation:

The learning needs analysis (LNA) in an SAP project identifies training requirements for those directly involved or impacted. Option D is correct because the project team (e.g., implementers) and business users (e.g., end-users) are the primary groups needing enablement to execute and adopt the solution. Option A is too broad- managers and employees include non-users. Option B is incorrect; software providers are external and not typically trained. Option C is incorrect-

suppliers are not primary targets for internal system training

Extract from SAP OCM Concepts: The LNA targets project team and business users to ensure effective enablement (SAP Activate, Enablement Workstream).

NEW QUESTION # 33

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

- A. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list
- B. Refer to the advantages of an agile approach for continuously updating and refining the change plan
- C. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan
- D. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan

Answer: A,B

NEW QUESTION # 34

What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. The HR department
- B. The IT department
- C. Employee representative or works council
- D. Senior managers of impacted business units
- E. The project sponsor

Answer: C,D,E

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff-e.g., warehouse workers impacted by inventory changes-ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.

Option B is incorrect-HR might provide general employee data but lacks project-specific impact insight.

Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a comprehensive stakeholder map.

"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

NEW QUESTION # 35

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