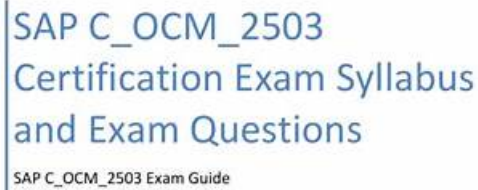


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SAP Certified Associate - Organizational Change Management Sample Questions (Q78-Q83):

NEW QUESTION # 78

What are risks of skipping the detailed change impact analysis in a cloud project? Note: There are 2 correct answers to this question.

- A. Lacking insights for updating the change story
- B. Decreasing motivation within the project team
- C. Underestimating the change impacts of the cloud project
- D. Missing information for planning the organizational transition

Answer: C,D

Explanation:

Skipping the detailed CIA (Explore/Realize phases) in SAP OCM has significant consequences. Option C is correct because underestimating impacts (e.g., process changes, user resistance) leads to inadequate preparation, risking adoption failure. Option D is correct as missing detailed insights (e.g., specific process or role changes) hampers transition planning, leaving gaps in training or communication.

Option A is incorrect-team motivation isn't directly tied to CIA; it's more about leadership and recognition.

Option B is incorrect; the change story relies on high-level insights, not detailed CIA, though it might be refined later. SAP OCM stresses detailed CIA for precise transition management.

"Omitting detailed CIA risks underestimating impacts and missing critical transition planning data, jeopardizing project success" (SAP Activate, OCM Workstream, CIA Importance).

NEW QUESTION # 79

How should a change manager proceed when developing the initial change plan?

- A. Consider interdependencies between change management tasks and key project milestones to ensure synchronization with the project plan
- B. Only start the development when the available information allows detailed planning to avoid later adjustments
- C. Align the initial change plan with the key stakeholders of the impacted business units to ensure their buy-in
- D. Use a different planning tool than the project manager to enhance the visibility of change management within the project

Answer: A

Explanation:

The initial change plan, developed in the SAP Activate Prepare phase, sets the OCM roadmap. Option C is correct because considering interdependencies with project milestones (e.g., aligning training with system testing in Realize) ensures synchronization-e.g., if go-live shifts, communication must adjust, preventing misaligned efforts. This integration is vital in SAP Activate, where OCM supports technical delivery. For instance, stakeholder workshops might be timed before fit-to-standard sessions to prepare users, showing how OCM tasks hinge on project progress.

Option A is incorrect-using a different tool (e.g., separate software) risks silos and confusion, not visibility; alignment with the project plan (e.g., same Gantt chart) is standard. Option B is incorrect-waiting for full details contradicts agile principles; the initial plan is high-level and refined later (Explore/Realize), as early info is often incomplete. Option D is incorrect; while stakeholder alignment is valuable, it's a follow-up to ensure execution, not the development process, which focuses on planning first. SAP OCM prioritizes integration over isolation.

"Develop the initial change plan by considering interdependencies with project milestones, ensuring OCM activities synchronize with the overall implementation" (SAP Activate, Change Plan Development).

NEW QUESTION # 80

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

- A. It refers to all activities that upskill the impacted business leaders to handle organizational change management in their areas of responsibility
- 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 help people to learn and adopt new SAP systems and processes in their working life

Answer: D

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 # 81

Why is it important to develop an enablement strategy for an SAP cloud project? Note: There are 3 correct answers to this question.

- A. It serves as baseline to deliver enablement on time, to budget, and to quality
- B. It helps to prepare all enablement related activities in a timely manner
- C. It ensures the definition of the role-based course catalog for the project
- D. It provides a clear direction for all enablement activities
- E. It supports the timely assignment of suitable trainers to enablement courses

Answer: A,B,D

Explanation:

An enablement strategy in SAP OCM (Prepare/Explore) ensures users are ready for the cloud system. Option A is correct because it prepares activities (e.g., training schedules) timely-e.g., planning sessions before Realize avoids last-minute rushes. Option B is correct as it baselines delivery-on time (before go-live), to budget (resource allocation), and to quality (effective materials)-e.g., ensuring training meets adoption goals. Option D is correct because it directs activities (e.g., "focus on key users first"), aligning efforts with project needs.

Option C is incorrect-a course catalog is an output, not the strategy's purpose. Option E is incorrect; trainer assignment is logistical, not a core strategic benefit. SAP OCM uses the strategy for planning and execution clarity.

"An enablement strategy ensures timely preparation, provides a delivery baseline, and directs all enablement activities for user readiness" (SAP Activate, Enablement Strategy Importance).

NEW QUESTION # 82

What are the special characteristics of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

- A. It is targeted at fostering fast and sustainable user adoption
- B. It supports an agile way of working
- C. It contains activities that help to enhance system performance
- D. It is aligned with the SAP Activate implementation methodology
- E. It is only suitable for large-scale, complex cloud deployments

Answer: A,B,D

Explanation:

SAP's OCM framework is designed to support cloud implementations effectively. Option A is correct because it supports agility-e.g., iterative planning and adjustments (like refining communication post-wave) mirror SAP Activate's flexible approach, adapting to project shifts. Option B is correct as it's tightly aligned with SAP Activate, mapping OCM activities (e.g., stakeholder analysis in Prepare) to its phases, ensuring seamless integration with technical delivery. Option E is correct because fostering fast, sustainable adoption- e.g., through enablement and adoption metrics in Run-is the framework's core goal, ensuring users embrace the system long-term, not just at go-live.

Option C is incorrect-it's versatile, not limited to large-scale projects; small or mid-size implementations also benefit from its principles. Option D is incorrect; enhancing systemperformance is a technical task (e.g., IT optimization), not OCM's focus, which is

people-centric. SAP OCM's unique blend of agility, methodology alignment, and adoption focus sets it apart. "SAP's OCM framework is agile, aligned with SAP Activate, and targets fast, sustainable user adoption to maximize cloud implementation success" (SAP OCM Framework, Key Characteristics).

NEW QUESTION # 83

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