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

NEW QUESTION # 30
The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the
"supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

- A. Use their positive attitude to influence others in their area of responsibility
- B. Ask them to exert pressure on the skeptics in their area of responsibility
- C. Involve them in project activities to facilitate design decisions
- D. Assign them project roles to increase their influence on the success of the project

Answer: A,D

Explanation:
Supporters in SAP OCM stakeholder analysis (e.g., enthusiastic managers) are assets to leverage. Option C is correct because assigning project roles (e.g., change agent) amplifies their influence-e.g., a supportive lead driving adoption in their unit boosts success. Option D is correct as their positive attitude can sway others-e.
g., a supporter sharing benefits in a meeting shifts skeptics' views organically.
Option A is incorrect-pressuring skeptics risks backlash; influence should be subtle, not coercive. Option B is incorrect; design decisions (e.g., process flows) are for experts, not supporters' primary role, which is advocacy. SAP OCM maximizes supporters' enthusiasm strategically.
"Leverage supporters by assigning roles to enhance their impact and using their positivity to influence others effectively" (SAP Activate, Stakeholder Management Strategies).

NEW QUESTION # 31
What is the added value of a high-level change impact analysis? Note: There are 3 correct answers to this question.

- A. It delivers input for communication activities, making the implications of the project more tangible.
- B. It provides an initial systematic overview of the amount and the nature of the upcoming changes.
- C. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.
- D. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.
- E. It reveals key project risks that can be integrated into the project's risk management at an early stage.

Answer: B,C,E

Explanation:
A high-level change impact analysis (CIA) is conducted early in an SAP project (typically in the Prepare or Explore phase of SAP Activate) to assess the scope and scale of changes. Option A is correct because identifying risks (e.g., resistance or resource gaps) early allows integration into the project's risk management strategy. Option B is correct as it provides a broad overview of change impacts across business units, processes, and people, setting the stage for detailed analysis later. Option D is correct because it helps the change manager focus efforts on high-impact areas, such as training or communication for affected groups.
Option C is incorrect-while it may indirectly highlight resistance, identifying opponents is a function of stakeholder analysis, not the CIA's primary purpose. Option E is also incorrect; communication inputs are derived from the CIA but are not its core added value-tangible implications are a byproduct, not the focus.
Extract from SAP OCM Concepts: The high-level CIA aligns with SAP Activate's Prepare phase, providing a foundation for risk mitigation and resource allocation (SAP Activate, OCM Framework).

NEW QUESTION # 32
In SAP Activate Run phase the new system is monitored, maintained, and optimized to ensure it runs smoothly and efficiently. Which change management activity can only be realized in the Run phase of the cloud implementation?

- A. Development of the user adoption strategy
- B. Mapping of SAP roles to employees
- C. Conduction of a pulse check
- D. Measurement of actual user adoption metrics

Answer: D

Explanation:
The Run phase in SAP Activate focuses on post-go-live operations and adoption. Option C is correct because measuring actual user adoption metrics (e.g., system usage, satisfaction) can only occur after go-live, when users interact with the live system. This distinguishes it from planning or predictive activities. Option A is incorrect-role mapping occurs in Realize, before go-live. Option B is incorrect; the adoption strategy is developed earlier (Prepare/Explore). Option D is incorrect-a pulse check (quick survey) can happen in any phase, not just Run. SAP OCM ties actual metrics to live system use.
"In the Run phase, change management measures actual user adoption metrics to assess post-go-live success, an activity unique to this stage" (SAP Activate, Run Phase OCM Activities).

NEW QUESTION # 33

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

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

Answer: A,C,E

NEW QUESTION # 34

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

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

Answer: D

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 # 35

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