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SAP Certified Associate - Organizational Change Management Sample

Questions (Q78-Q83):

NEW QUESTION # 78

What should a change manager make clear to avoid being held responsible for handling all people-related issues within the cloud project? Note: There are 3 correct answers to this question.

- A. Change management is a project management task, requiring the project lead to apply tools and templates provided by the change manager
- B. Change management is a checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- C. Change management is a long-distance endeavor, requiring a continuous joint effort throughout the project
- D. Change management is a core leadership task, requiring the active involvement and support of the business
- E. Change management is a team sport, requiring the commitment and engagement of the entire project team

Answer: C,D,E

Explanation:

The change manager in SAP OCM must set boundaries to avoid being the sole "people fixer." Option A is correct-describing OCM as a "long-distance endeavor" with joint effort clarifies it's an ongoing, collective process (e.g., spanning Prepare to Run), not a solo fix-it role. For instance, adoption issues in Run require sustained teamwork, not just the change manager's intervention. Option B is correct because calling it a "team sport" emphasizes that the project team-PM, IT, business-shares responsibility (e.g., PM schedules, IT supports, OCM guides), preventing the change manager from being overburdened. Option D is correct as framing OCM as a "core leadership task" highlights that business leaders must drive buy-in (e.g., a VP addressing resistance), not just delegate to the change manager.

Option C is incorrect-OCM isn't a project management task; it's a distinct discipline collaborating with PM, not subsumed under it. Option E is incorrect; a "checkbox approach" misrepresents OCM's dynamic, adaptive nature-strict procedures don't fit SAP's agile methodology. SAP OCM stresses shared ownership to manage expectations.

"Clarify that change management is a continuous, team-based effort requiring leadership support, not a solitary or rigid task, to define its scope accurately" (SAP OCM Framework, Change Manager Role Clarification).

NEW QUESTION # 79

What are the benefits of a change story for an SAP cloud project? Note: There are 2 correct answers to this question.

- A. The change story serves as the basis for all project-related communication assets, ensuring consistent messaging.
- B. As the change story is updated on an ongoing basis, it provides important input for refining the change plan.
- C. Elaborating and aligning the change story with the key project stakeholders helps to create a shared understanding of the project.
- D. Integrating key opponents into the development of the change story fosters an attitude change and reduces resistance.

Answer: A,C

Explanation:

The change story drives alignment and consistency. Option A is correct because it standardizes communication assets (e.g., presentations). Option B is correct as collaboration with stakeholders builds consensus. Option C is incorrect-opponents may resist inclusion, and it's not a primary benefit. Option D is incorrect; the change story informs, but updates don't directly refine the plan. Extract from SAP OCM Concepts: The change story ensures consistent messaging and shared understanding (SAP OCM Framework, Communication).

NEW QUESTION # 80

Which communication tasks usually fall into the area of responsibility of change management during the go-live phase of a cloud implementation? Note: There are 2 correct answers to this question.

- A. Organize a Q&A session for key users
- B. Collect requirements for workflow adjustments
- C. Send out information about ad-hoc support options
- D. Inform external suppliers about key process changes

Answer: A,C

Explanation:

During the go-live phase (SAP Activate Deploy phase), change management focuses on supporting end-users to ensure adoption and smooth transition. Option C is correct because organizing Q&A sessions for key users addresses immediate concerns, fosters confidence, and aligns with OCM's role in facilitating two-way communication. Option D is correct as sending out ad-hoc support information (e.g., helpdesk contacts) ensures users know where to turn for help, a critical task to sustain adoption post-go-live. Option A is incorrect-informing external suppliers is typically a business or procurement responsibility, not OCM's focus. Option B is also incorrect; collecting workflow adjustment requirements is a technical or process owner task, not a communication duty of change management. In SAP OCM, communication tasks at go-live prioritize user enablement and support over external or technical adjustments.

"In the Deploy phase, change management executes communication activities such as user Q&A sessions and support announcements to reinforce adoption and address immediate post-go-live needs" (SAP Activate Methodology, Change Management Workstream, Deploy Phase).

NEW QUESTION # 81

Why is it important to continuously manage user adoption after the go-live of a new cloud solution?Note:

There are 2 correct answers to this question.

- A. Because users frequently change their attitude towards the cloud solution which requires continuous management attention.
- **B. Because users need to accept and consume new functions and features provided with each release cycle.**
- C. Because the user's interaction with the cloud solution drives the sizing of the IT infrastructure and the calculation of subscription fees.
- **D. Because the insights help to identify hurdles or issues hindering sustained user adoption.**

Answer: B,D

Explanation:

Post-go-live adoption management is critical in SAP cloud projects due to ongoing updates. Option C is correct because cloud solutions (e.g., S/4HANA Cloud) release new features regularly, requiring users to adapt continually. Option D is correct as monitoring adoption identifies barriers (e.g., resistance, skill gaps) for resolution. Option A is incorrect-attitude shifts may occur but aren't the primary focus. Option B is incorrect; infrastructure sizing is a technical concern, not an adoption driver.

Extract from SAP OCM Concepts: SAP Activate's Run phase emphasizes sustaining adoption through feature updates and issue resolution (SAP OCM Framework).

NEW QUESTION # 82

Which advice fosters a successful delivery of change effectiveness activities?

- A. Communicate change effectiveness data openly into the organization.
- B. Only collect "lessons learned" if you expect significant insights.
- C. Measure the Return on Investment of change management.
- **D. Define a suitable mix of user adoption metrics.**

Answer: D

Explanation:

Change effectiveness in SAP OCM assesses impact through metrics. Option B is correct because a mix of metrics (e.g., adoption rates, satisfaction) ensures comprehensive evaluation. Option A is incorrect-open communication may help but isn't specific to effectiveness delivery. Option C is incorrect; lessons learned should be routine, not conditional. Option D is impractical-ROI for OCM is hard to quantify precisely.

Extract from SAP OCM Concepts: SAP Activate recommends diverse metrics for effectiveness (SAP OCM Framework, Effectiveness).

NEW QUESTION # 83

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