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## SAP Certified Associate - Organizational Change Management Sample Questions (Q46-Q51):

### NEW QUESTION # 46

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

**Answer: B,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 # 47

How would you assign the responsibilities for organizational change management in a cloud project? Note: There are 2 correct answers to this question.

- A. Independently from the project size, the change management responsibility is assigned to the project sponsor.
- **B. In small projects, the project manager can take over the change management responsibility.**
- **C. In large projects, the change management responsibility is usually assigned to a designated change manager or a change management team.**
- D. In mid-size projects, the change management responsibility should be assigned to the business leaders of the impacted units.

**Answer: B,C**

Explanation:

Responsibility assignment in SAP OCM depends on project scale. Option A is correct because large projects require specialized expertise, so a dedicated change manager or team is typical to handle complexity. Option C is correct as small projects often lack resources for a separate change manager, so the project manager assumes this role. Option B is incorrect-business leaders may support change but are not typically responsible for managing it, as this requires specific OCM skills. Option D is incorrect; the project sponsor provides oversight and support, not direct responsibility for execution, regardless of size.

Extract from SAP OCM Concepts: SAP Activate recommends tailoring OCM roles to project size, with dedicated resources for large implementations and consolidated roles for smaller ones(SAP OCM Framework).

### NEW QUESTION # 48

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

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

**Answer: A**

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 # 49

What are typical roles for managing and executing enablement activities in an SAP project? Note: There are 3 correct answers to this question.

- A. Test manager for validating the enablement content
- B. Process owner for creating and delivering enablement content
- C. Enablement lead for overseeing all enablement activities
- D. Content developer and trainer for creating and delivering enablement activities
- E. Enablement administrator for managing the enablement logistics

**Answer: C,D,E**

Explanation:

Enablement in SAP projects involves specific roles to ensure effective training. Option A is correct because the enablement administrator handles logistics (e.g., scheduling, tools). Option B is correct as content developers and trainers create and deliver materials. Option E is correct because the enablement lead oversees the strategy and execution. Option C is incorrect-process owners provide input but don't typically create or deliver content. Option D is incorrect; test managers validate systems, not enablement content.

Extract from SAP OCM Concepts: SAP Activate's enablement workstream defines roles like administrator, trainer, and lead for effective learning (SAP Enablement Framework).

#### NEW QUESTION # 50

What are the benefits of different communication channels for the change communication in an SAP cloud project?

- A. Using already existing channels allows a fast internalization of conveyed messages, and establishing new channels reduces the alignment effort with the project lead.
- B. Using already existing channels helps to point out what remains stable, and establishing new channels contributes to preventing an information overload.
- C. Using already existing channels reduces costs and effort, and establishing new channels helps to draw attention to the communicated content.
- D. Using already existing channels allows to communicate generic information, and establishing new channels helps to convey messages to younger users.

**Answer: C**

Explanation:

Effective communication in SAP OCM leverages a mix of channels. Option A is correct because existing channels (e.g., company intranet) save resources, while new channels (e.g., project-specific newsletters) highlight critical updates, grabbing attention. Option B is incorrect-channel choice isn't age-specific, and

"generic information" isn't a key benefit. Option C is flawed; existing channels don't inherently signal stability, and new channels don't prevent overload. Option D is incorrect-internalization speed and alignment effort aren't primary benefits tied to channel type. SAP OCM advocates balancing efficiency and impact, making A the best fit.

"Utilize existing channels to minimize effort and cost, and introduce new channels to emphasize key messages and enhance visibility" (SAP OCM Framework, Communication Dimension).

## NEW QUESTION # 51

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