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## SAP Certified Associate - Organizational Change Management Sample Questions (Q12-Q17):

### NEW QUESTION # 12

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

- **A. It refers to all activities that help people to learn and adopt new SAP systems and processes in their working life**
- B. It refers to all activities that upskill the impacted business leaders to handle organizational change management in their areas of responsibility
- C. It refers to all deliverables that support the project team to deliver change management during the cloud implementation
- D. It refers to all tasks that support the project leadership team to learn how to deal with resistance during the cloud project

**Answer: A**

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 # 13

Which approach is suitable for conducting a communication needs analysis?

- **A. Interviewing selected business users to explore their individual communication needs, because aggregating this data reveals important insights**
- B. Conducting workshops in all impacted business units, because it gives the employees the feeling of being heard
- C. Setting up the analysis as a project activity, because it allows fast execution and fosters team spirit
- D. Approaching managers or dedicated experts, because it is efficient and avoids unrealistic expectations

**Answer: A**

Explanation:

A communication needs analysis in SAP OCM identifies what information stakeholders require, when, and how. Option B is correct because interviewing selected business users (e.g., key users from different units) allows the change manager to explore individual needs-such as preferred channels (email vs. meetings) or content (updates vs. training)-and aggregate these into a comprehensive plan. For instance, a finance user might need detailed process updates, while a warehouse user wants quick system tips. This targeted, qualitative approach uncovers nuances that broad methods miss, ensuring tailored communication that drives adoption. Option A is incorrect-relying only on managers/experts is efficient but risks missing end-user perspectives, leading to top-down assumptions and unmet needs. Option C is vague; "project activity" isn't a method, and speed/team spirit aren't primary goals-accuracy is. Option D is impractical-workshops across all units are resource-intensive and may raise expectations without delivering actionable insights, diluting focus. SAP OCM favors user-centric, data-driven methods like interviews for communication planning. "Conduct a communication needs analysis by interviewing selected business users to gather and aggregate insights, ensuring messages meet specific stakeholder requirements" (SAP OCM Framework, Communication Needs Analysis).

### NEW QUESTION # 14

The project leadership team agreed on the pulse check objectives, focus topics, target groups, and guiding principles. What are the next steps that must be executed to set up a pulse check? Note: There are 2 correct answers to this question.

- A. Involve employee representatives if required due to legal regulations
- B. Plan the survey waves for the remaining project duration
- C. Develop the questions and prepare the questionnaire in a survey platform
- D. Inform the steering committee about the time schedule for the pulse check

**Answer: B,C**

#### NEW QUESTION # 15

How is the cooperation between project management and change management during a cloud implementation organized?

- A. Project management focuses on the hard factors, change management on the soft factors.
- B. Project management focuses on the organizational level, change management on the individual and group level.
- C. Project management focuses on the project tasks, change management on the cooperation within the project team.
- D. Project management focuses on the objectives of the project, change management on the vision of the project.

**Answer: A**

Explanation:

In SAP Activate, project management (PM) and change management (CM) have distinct roles. Option D is correct-PM handles "hard factors" (e.g., timelines, budgets), while CM addresses "soft factors" (e.g., people, adoption). Option A is incorrect-CM doesn't manage team cooperation. Option B is misleading; both levels overlap. Option C is incorrect-PM and CM share objectives and vision. This division ensures technical and human aspects are covered.

"Project management drives hard factors like schedule and scope, while change management focuses on soft factors like adoption and resistance" (SAP Activate, PM and CM Collaboration).

#### NEW QUESTION # 16

How would you describe the different dimensions of SAP's organizational change management framework?

Note: There are 3 correct answers to this question.

- A. Change realization includes activities to realize the business benefits associated with the cloud implementation.
- B. Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.
- C. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.
- D. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- E. Change strategy covers activities to set up change management properly.

**Answer: A,B,E**

Explanation:

SAP's OCM framework has key dimensions. Option A is correct-change strategy sets the foundation (e.g., planning, scoping). Option B is correct as realization focuses on delivering benefits (e.g., adoption). Option D is correct because leadership equips managers to manage change and resistance. Option C is incomplete- effectiveness evaluates impact but isn't fully defined here. Option E is a tactic, not a dimension; communication supports other dimensions.

Extract from SAP OCM Concepts: SAP OCM includes strategy, realization, and leadership as core dimensions (SAP OCM Framework).

#### NEW QUESTION # 17

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