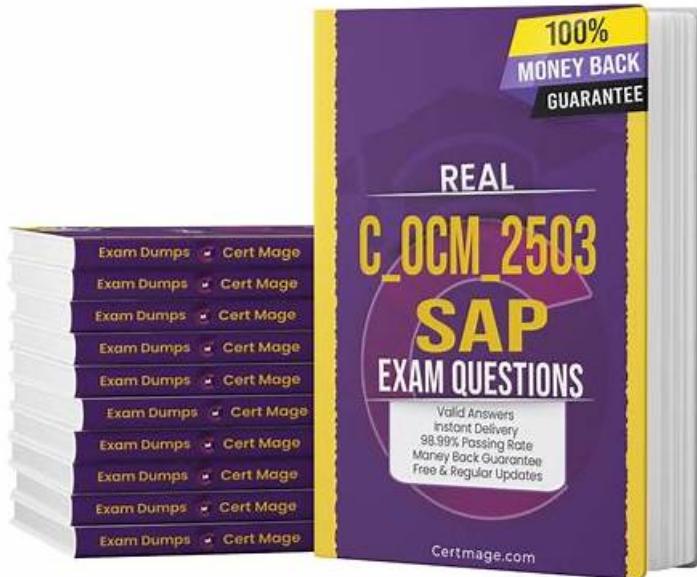


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## **SAP Certified Associate - Organizational Change Management Sample Questions (Q34-Q39):**

### **NEW QUESTION # 34**

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 communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- 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 strategy covers activities to set up change management properly.
- E. Change realization includes activities to realize the business benefits associated with the cloud implementation.

**Answer: B,D,E**

#### **NEW QUESTION # 35**

A repeated stakeholder analysis for the management team of an impacted business unit reveals that targeted communication activities for one opponent do not have the desired impact on the opponent's attitude. What would you recommend as a next activity?

- A. Provide specific enablement sessions to positively influence the opponent's attitude.
- B. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- C. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.
- D. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.

**Answer: C**

Explanation:

When communication fails to shift an opponent's attitude, escalation to a higher authority like the project sponsor is a strategic move in SAP OCM. Option C is correct because the sponsor's involvement leverages their influence to address resistance, aligning with SAP's emphasis on leadership support in stakeholder management. Option A is incorrect-financial incentives are not a standard OCM practice and may undermine genuine buy-in. Option B is impractical; steering committee meetings are for decision-making, not resolving individual resistance. Option D could help but is less effective than sponsor engagement, as enablement alone may not address deeper concerns.

Extract from SAP OCM Concepts: SAP Activate recommends leveraging senior leadership (e.g., sponsors) to manage resistant stakeholders (SAP OCM Framework, Stakeholder Management).

#### **NEW QUESTION # 36**

What are the core elements of SAP's integrated enablement approach? Note: There are 2 correct answers to this question.

- A. Enablement execution, covering enablement project management, content development, and delivery
- B. Enablement infrastructure, covering the enablement administration, systems, and support
- C. Enablement planning, covering the enablement strategy, and the learning needs analysis for the project team and users
- D. Enablement advisory, covering the enablement best practices, coaching, and evaluation

**Answer: A,C**

Explanation:

SAP's integrated enablement approach in OCM prepares users for cloud adoption. Option A is correct because enablement execution includes project management (coordinating efforts), content development (creating materials), and delivery (training sessions), forming the operational core. Option D is correct as enablement planning-strategy (defining approach) and learning needs analysis (identifying gaps for project team/users)-sets the foundation for execution.

Option B is incorrect; advisory (best practices, coaching) supports but isn't a core element-it's external guidance. Option C is incorrect; infrastructure (administration, systems) is logistical, not a defining component. SAP OCM focuses on planning and execution as the heart of enablement.

"SAP's enablement approach comprises planning (strategy and needs analysis) and execution (management, content, delivery) to drive user readiness" (SAP Activate, Integrated Enablement Framework).

#### **NEW QUESTION # 37**

Why is it recommended to prepare an interview guide for conducting change assessment interviews? Note: There are 3 correct answers to this question.

- A. It helps to focus on the relevant key topics

- B. It allows for efficient data collection by focusing on quantitative information
- C. It ensures that only the listed questions are asked during the interview
- D. It provides the structure for the interviews
- E. It serves as a cheat sheet in case the interviewer needs help

**Answer: A,D,E**

Explanation:

In SAP OCM, a change assessment (often in the Prepare phase) evaluates readiness, and interviews are a key method. An interview guide enhances their effectiveness. Option C is correct because it provides structure- organizing questions into sections (e.g., culture, capabilities, attitudes) ensures a logical flow, preventing chaotic or off-topic discussions. For example, a guide might start with "How open is your team to change?" before delving into specifics, keeping the interview coherent. Option D is correct as it focuses on key topics (e.

g., resistance risks, resource readiness), ensuring critical data isn't missed amidst casual conversation. This focus aligns questions with assessment goals, like identifying adoption barriers. Option E is correct because it acts as a cheat sheet- interviewers can refer to it if they lose track, maintaining professionalism and coverage, especially under pressure or with resistant interviewees.

Option A is incorrect- interviews prioritize qualitative insights (e.g., opinions, concerns) over quantitative data (e.g., scores), which surveys handle better; efficiency isn't the guide's primary aim. Option B is incorrect; it's too rigid- interviewers should adapt to responses, not stick strictly to listed questions, as flexibility uncovers deeper insights. SAP OCM emphasizes structured yet adaptable interview guides to maximize value.

"An interview guide provides structure, focuses on key topics, and serves as a reference, ensuring change assessment interviews yield comprehensive and relevant insights" (SAP OCM Framework, Change Assessment Interview Guidelines).

### NEW QUESTION # 38

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

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

**Answer: A,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 # 39

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