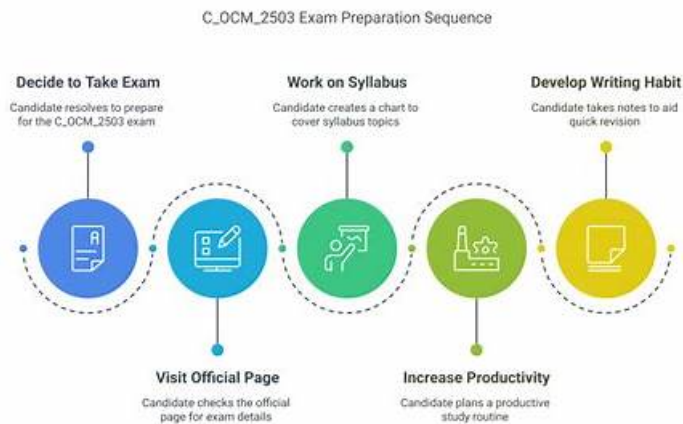


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## SAP Certified Associate - Organizational Change Management Sample Questions (Q67-Q72):

### NEW QUESTION # 67

What is the added value of change agents taking over the task to plan and execute local change management activities?

- A. It supports the adherence to the project milestones
- B. It helps to scale change management activities
- C. It reduces resistance among local managers
- D. It fosters an attitude shift among skeptical change agents

**Answer: B**

Explanation:

Change agents in SAP OCM extend change management's reach by handling local activities (e.g., unit-specific workshops). Option C is correct because it scales efforts-e.g., a central change manager can't train

10 sites alone, but agents in each location can, multiplying coverage efficiently. For instance, an agent in a regional office might run a Q&A session tailored to local process concerns, amplifying OCM impact without overloading the core team.

Option A is incorrect-milestone adherence is a project management outcome, not a direct value of agent tasks. Option B is incorrect; attitude shifts might occur, but it's not the primary benefit-effectiveness is.

Option D is incorrect-reducing manager resistance depends on broader engagement, not just agent activities.

SAP OCM leverages agents for scalability.

"Change agents planning and executing local activities add value by scaling change management efforts across the organization effectively" (SAP Activate, Change Network Value).

#### NEW QUESTION # 68

What is the added value of a change plan? Note: There are 2 correct answers to this question.

- A. It helps to identify required resources for the change management execution and to ensure their availability.
- B. It provides important input for updating the overall project plan.
- C. It facilitates the ranking of change management activities according to their importance.
- D. It allows you to coordinate and monitor the progress of all change management activities.

**Answer: A,D**

Explanation:

A change plan in SAP's Organizational Change Management framework is a structured tool that outlines the scope, activities, and timeline for managing the people side of a project, such as an SAP cloud implementation. Option A is correct because coordinating and monitoring progress is a core function of the change plan-it ensures that all change management activities (e.g., communication, training, stakeholder engagement) are executed in sync with the project timeline. Option D is also correct because identifying and securing resources (e.g., change agents, trainers, or tools) is critical for effective execution, and the change plan serves this purpose by mapping out resource needs. Option B is incorrect because ranking activities by importance is not a primary function of the change plan; prioritization may occur, but it's not the focus.

Option C is also incorrect-while the change plan aligns with the project plan, its primary value is not to update the overall project plan but to support the change management effort specifically.

Extract from SAP OCM Concepts: The change plan aligns with SAP Activate's emphasis on structured preparation and execution, ensuring resources and activities are managed effectively (SAP Activate Methodology, Change Management Workstream).

#### NEW QUESTION # 69

What should a change manager keep in mind when identifying stakeholder groups?

- A. The stakeholder identification is a one-time activity
- B. A business unit should be broken down into about five stakeholder groups
- C. Management teams are not listed as separate stakeholder groups
- D. The number of impacted employees should be documented

**Answer: D**

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) builds the foundation for engagement. Option B is correct because documenting the number of impacted employees-e.g., "50 warehouse staff affected by inventory changes"-quantifies the scope, aiding resource planning (e.g., training sessions) and impact assessment (e.g., resistance scale). Without this, efforts might under- or over-allocate, like scheduling one session for 200 users, overwhelming trainers.

Option A is incorrect-arbitrarily setting "five groups" per unit lacks basis; groups (e.g., key users, managers) depend on impact, not a fixed number. Option C is incorrect-management teams are distinct stakeholders if impacted (e.g., finance leads losing report customization), requiring specific strategies. Option D is incorrect; identification iterates as the project evolves (e.g., new units added in later waves). SAP OCM emphasizes scale documentation for practical planning.

"When identifying stakeholder groups, document the number of impacted employees to assess the scale and tailor change management efforts accordingly" (SAP Activate, Stakeholder Identification Guidelines).

### NEW QUESTION # 70

What are possible options for setting up organizational change management in the project organization? Note: There are 3 correct answers to this question.

- A. As a subproject
- B. As part of the functional sub-projects
- C. As a staff unit
- D. As a separate project
- E. As a cross-topic

**Answer: A,D,E**

### NEW QUESTION # 71

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- A. Key facts and figures
- B. Benefits and investments
- C. Non-targets
- D. Training and enablement offerings
- E. Risks and issues

**Answer: A,B,D**

Explanation:

A change story in SAP OCM communicates the project's purpose and impact. Option A is correct because benefits (e.g., efficiency gains) and investments (e.g., costs) justify the change. Option C is correct as facts and figures (e.g., timeline, scope) provide clarity. Option E is correct because training and enablement are key to adoption, often highlighted in the story. Option B is incorrect- "non-targets" (what's not changing) may be mentioned but isn't typical. Option D is incorrect; risks and issues are managed separately, not in the change story.

Extract from SAP OCM Concepts: The change story includes benefits, facts, and enablement to drive buy-in (SAP OCM Framework, Communication).

### NEW QUESTION # 72

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