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SAP Certified Associate - Organizational Change Management Sample Questions (Q58-Q63):

NEW QUESTION # 58
How would you assign the responsibilities for organizational change management in a cloud project? Note:
There are 2 correct answers to this question.

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

Answer: A,D

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 # 59
The project lead initiates a series of info sessions in some teams as a reaction to resistance towards the upcoming implementation of a new cloud solution. Unfortunately, these info sessions do not reduce the level of resistance. What is the probable root cause?

- A. Lacking involvement of the change manager in the planning and conduction of the info sessions
- B. Lacking options for the users to raise questions during the info sessions
- C. Lacking analysis of the underlying reasons for resistance towards the new cloud solution
- D. Lacking commitment of the top management regarding the info sessions

Answer: C

Explanation:
Resistance in SAP cloud projects (e.g., to S/4HANA standardization) often persists if root causes aren't addressed, and info sessions alone may fail. Option B is correct because without analyzing why users resist- e.g., fear of losing control (cloud hosting), process mismatch (standardization), or skill gaps (new UI)- sessions become generic, missing the mark. For instance, if resistance stems from data security concerns, a session on "project benefits" won't help without tackling that fear directly; analysis (e.g., via surveys) could reveal this, enabling targeted messaging.
Option A is incorrect-while Q&A options improve engagement, their absence doesn't inherently sustain resistance; content relevance does. Option C is incorrect; the change manager's involvement enhances execution, but the project lead can run sessions-lack of analysis, not personnel, is key. Option D is incorrect-top management commitment boosts credibility, but resistance persists if underlying issues remain unaddressed. SAP OCM stresses understanding resistance drivers for effective intervention.
"Resistance persists without analyzing its root causes; info sessions must address specific concerns identified through stakeholder feedback to be effective" (SAP OCM Framework, Resistance Management).

NEW QUESTION # 60
The results of a business readiness test reveal relatively low ratings across all survey topics for one business unit compared to other units. What is the recommended next step for the change manager to mitigate the risk of low readiness for this unit?

- A. Schedule a short workshop with project management to develop mitigation activities to improve the business readiness for this unit.
- B. Arrange a meeting with the project sponsor, local management, and selected users to discuss the results and develop mitigation activities.
- C. Set up a call with the assigned change agents to discuss the results and develop mitigation activities to enhance the business

readiness.

- D. Organize a workshop with project management, local management, and assigned change agents to discuss results and better understand the specific needs.

Answer: D

NEW QUESTION # 61
What are typical tasks of a change manager in cloud projects? Note: There are 3 correct answers to this question.

- A. Advising all leaders how to break resistance within their team
- B. Orchestrating the change management activities
- C. Supporting the execution of change management activities
- D. Acting as key speakers in information sessions for the business
- E. Providing expertise for handling people-related challenges

Answer: B,C,E

Explanation:
The change manager in SAP cloud projects drives OCM execution. Option A is correct because orchestrating activities (e.g., coordinating communication, training) ensures a cohesive effort, like a conductor aligning an orchestra-e.g., timing stakeholder workshops with project milestones. Option C is correct as providing expertise on people challenges (e.g., resistance, skill gaps) guides the project team, offering solutions like tailored enablement. Option D is correct because supporting execution (e.g., facilitating workshops, reviewing plans) ensures activities succeed, often hands-on with the team.
Option B is incorrect-"advising all leaders" overstates the role; change managers coach key leaders, but breaking resistance is a shared leadership task. Option E is incorrect; while they might speak, key speakers are often sponsors or leaders for authority-change managers focus on planning, not presenting. SAP OCM defines the change manager as a strategic coordinator and expert. "Change managers orchestrate OCM activities, provide people-focused expertise, and support execution to ensure project success" (SAP Activate, Change Manager Role).

NEW QUESTION # 62
The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the "supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

- A. Assign them project roles to increase their influence on the success of the project
- B. Involve them in project activities to facilitate design decisions
- C. Ask them to exert pressure on the skeptics in their area of responsibility
- D. Use their positive attitude to influence others in their area of responsibility

Answer: A,B

NEW QUESTION # 63
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