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## SAP Certified Associate - Organizational Change Management Sample Questions (Q55-Q60):

### NEW QUESTION # 55

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

- A. Enablement planning, covering the enablement strategy, and the learning needs analysis for the project team and users
- B. Enablement infrastructure, covering the enablement administration, systems, and support
- C. Enablement execution, covering enablement project management, content development, and delivery
- 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 # 56

Which approach is suitable for conducting a communication needs analysis?

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

**Answer: B**

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 # 57

How does working with personas help to convey stakeholder-specific messages in cloud projects?

- A. Personas representing innovators and visionaries within the represented stakeholder group trigger the reflection of communicated messages, because users are motivated to challenge their previous assumptions
- B. Personas that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy

- C. Personas with relevant IT and process competencies for a specific stakeholder group support the communication of facts and figures, because the personas are considered to be credible experts for the communicated content
- D. Personas with similar demographics and attitudes of the represented stakeholder group allow you to address emotions instead of just conveying facts, because users identify with the persona and build empathy

**Answer: D**

Explanation:

Personas in SAP OCM are fictional profiles representing stakeholder groups (e.g., "Finance UserAnna") to tailor communication. Option A is correct because personas mirroring demographics (e.g., age, role) and attitudes (e.g., skeptical) resonate emotionally with users, who see themselves in the persona. This empathy shifts focus from dry facts (e.g., "new system features") to feelings (e.g., "how it helps me"), enhancing message impact. For example, a persona like "Manager Mike, 45, cautious but open" can address fears while highlighting benefits, making communication relatable.

Option B is incorrect-opinion leader resemblance might build trust, but unconscious perception isn't the primary mechanism; identification is. Option C is incorrect; innovators/visionaries may inspire, but triggering reflection isn't the core purpose-adoption is. Option D is incorrect; personas aren't experts for facts-they're tools for emotional connection, not technical credibility. SAP OCM uses personas to humanize communication.

"Personas reflecting stakeholder demographics and attitudes enable emotional messaging, fostering empathy and identification to drive adoption" (SAP OCM Framework, Persona Development).

### NEW QUESTION # 58

How is SAP's organizational change management framework connected with the SAP Activate methodology?

Note: There are 2 correct answers to this question.

- A. The start of each change management activity is assigned to one specific SAP Activate phase
- B. Each change management dimension is assigned to a specific SAP Activate phase
- C. Some change management activities are executed in more than one SAP Activate phase
- D. The SAP Activate phases build the dimensions of the organizational change management framework

**Answer: A,C**

Explanation:

SAP's OCM framework integrates with SAP Activate to align people efforts with project stages. Option A is correct because activities are phase-specific-e.g., stakeholder analysis starts in Prepare, training in Realize- ensuring timing matches project needs, like assessing readiness before design. Option C is correct as some activities span phases-e.g., communication begins in Prepare (awareness) and continues through Run (adoption updates), adapting to evolving contexts like new releases.

Option B is incorrect-OCM dimensions (e.g., strategy, leadership) are overarching, not phase-bound; they apply across the lifecycle. Option D is incorrect-Activate phases (Discover, Prepare, etc.) structure the project, not the OCM framework's dimensions. SAP OCM syncs with Activate's rhythm.

"The OCM framework connects to SAP Activate by assigning activity starts to specific phases and allowing some activities to span multiple phases for continuous impact" (SAP OCM Framework, Activate Integration).

### NEW QUESTION # 59

Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Degree of standardization required for the channel
- B. Estimated costs per change communication activity via the channel
- C. Stakeholders or stakeholder groups targeted by the channel
- D. Frequency of use and owner of the channel
- E. Name and short description of the channel

**Answer: C,D,E**

Explanation:

A communication channel analysis in SAP OCM evaluates how channels support change communication.

Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.

Option A is incorrect- "degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis- budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.

"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework, Communication Planning).

## NEW QUESTION # 60

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