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SAP Certified Associate - Organizational Change Management Sample Questions (Q65-Q70):

NEW QUESTION # 65

Which communication activities are suitable to celebrate the success of a cloud implementation project? Note: There are 3 correct answers to this question.

- A. "Thank you" e-mail from the project sponsor to the project team members
- B. E-mail from the change manager to all impacted users describing the project achievements
- C. Video with testimonials from different users posted in the corporate intranet
- D. Appreciation e-mail from the project lead to the change agents with their managers in cc
- E. All-employee meeting allowing the project team members to talk about their individual contributions to the project

Answer: A,C,D

Explanation:

Celebrating success in SAP OCM (Run phase) reinforces morale and adoption. Option A is correct because an appreciation e-mail from the project lead to change agents, with managers copied, recognizes their efforts and boosts visibility. Option B is correct as a "thank you" e-mail from the sponsor to the project team acknowledges their role, leveraging the sponsor's authority. Option E is correct because a video with user testimonials on the intranet shares success stories broadly, inspiring others. Option C is incorrect-an all-employee meeting with team members discussing contributions risks being too detailed and less engaging for a broad audience; celebrations should be concise. Option D is incorrect; an e-mail from the change manager to users focuses on informing, not celebrating, and lacks the personal touch of leadership recognition. SAP OCM emphasizes impactful, leadership-driven celebrations.

"Celebrate success with leadership emails to agents and teams, and user testimonial videos, to reinforce achievement and engagement" (SAP Activate, Post-Go-Live Communication).

NEW QUESTION # 66

What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

- A. Involve business leaders in workshops to identify change impacts and to derive activities to allow a smooth transition
- B. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- C. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility
- D. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers
- E. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior

Answer: B,C,D

Explanation:

Aligning leadership in SAP OCM ensures top-down support for cloud projects. Option B is correct because Q&A sessions with project managers allow leaders to voice concerns (e.g., about standardization), fostering trust and alignment through dialogue. Option C is correct as involving leaders in communication (e.g., speaking at townhalls) leverages their authority to promote the project, boosting visibility and credibility.

Option D is correct because aligning goals and incentives (e.g., tying performance metrics to project success) minimizes conflicts, ensuring leaders prioritize the implementation.

Option A is incorrect-reducing bonuses is punitive, risks escalating resistance, and isn't an SAP OCM practice; positive reinforcement is preferred. Option E is incorrect; while leaders might join workshops, identifying impacts is typically for process owners/SMEs-leadership focuses on sponsorship, not derivation.

SAP OCM stresses engagement and alignment over coercion.

"Align leadership through Q&A opportunities, active communication roles, and goal alignment to secure their support and influence" (SAP Activate, Leadership Alignment Strategies).

NEW QUESTION # 67

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

Answer: A

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 # 68

What is the difference between the high-level and the detailed change impact analysis?

- **A. The high-level change impact analysis is conducted on a business unit level, whereas the detailed change impact analysis is conducted on a business process level.**
- B. The high-level change impact analysis focuses on the as-is processes, whereas the detailed change impact analysis focuses on the to-be processes.
- C. The high-level change impact analysis is facilitated by the change manager, whereas the detailed change impact analysis is facilitated by the project lead.
- D. The high-level change impact analysis is scheduled in the SAP Activate Realize phase, whereas the detailed change impact analysis is scheduled in the SAP Activate Explore phase.

Answer: A

Explanation:

The high-level CIA provides a broad overview, while the detailed CIA dives deeper. Option B is correct because the high-level analysis assesses impacts at a business unit level (e.g., departments affected), while the detailed analysis drills down to specific processes (e.g., order-to-cash changes). Option A is incorrect-both are typically facilitated by the change manager. Option C is incorrect; both analyses consider as-is and to-be states, but the high-level is less granular. Option D is incorrect-high-level CIA occurs in Prepare/Explore, detailed in Explore/Realize, not as specified.

Extract from SAP OCM Concepts: High-level CIA is broad and unit-focused, while detailed CIA is process-specific (SAP Activate, OCM Workstream).

NEW QUESTION # 69

Why is the implementation of an SAP cloud solution a holistic business transformation?

- A. It impacts the collaboration with suppliers and customers.
- **B. It leads to changes in the technology, process, organization, and people dimensions.**
- C. It leads to significant changes of the existing IT landscape.
- D. It impacts both employees and managers.

Answer: B

Explanation:

An SAP cloud implementation is holistic because it affects multiple facets of the organization, not just isolated areas. Option C is correct as it encapsulates the four key dimensions of transformation: technology (new cloud systems), process (best-practice adoption), organization (structural adjustments), and people (behavioral change). This aligns with SAP's view that cloud projects

drive end-to-end change. Option A is too narrow-supplier/customer collaboration is just one potential impact. Option B is also limited; impacting employees and managers is part of the "people" dimension but doesn't cover the full scope. Option D focuses only on IT, ignoring process, organization, and people changes. SAP OCM emphasizes a comprehensive approach to transformation, making C the definitive answer.

"SAP cloud implementations are holistic transformations, impacting technology, processes, organizational structures, and people, requiring a coordinated change management approach across all dimensions" (SAP Organizational Change Management Framework, Overview).

NEW QUESTION # 70

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