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IT Certification Questions  
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## SAP Certified Associate - Organizational Change Management Sample Questions (Q63-Q68):

### NEW QUESTION # 63

What is the added value of a high-level change impact analysis? Note: There are 3 correct answers to this question.

- A. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.
- B. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.
- C. It delivers input for communication activities, making the implications of the project more tangible.
- D. It reveals key project risks that can be integrated into the project's risk management at an early stage.
- E. It provides an initial systematic overview of the amount and the nature of the upcoming changes.

Answer: B,C,D

#### NEW QUESTION # 64

Which advice fosters a successful delivery of change communication activities? Note: There are 2 correct answers to this question.

- A. Develop a compelling, comprehensive change story.
- B. Go for a good communication mix.
- C. Focus on digital communication channels.
- D. Don't overcommunicate.

**Answer: A,B**

Explanation:

Effective change communication in SAP projects balances reach and clarity. Option A is correct because a mix of channels (e.g., emails, workshops, videos) ensures broad coverage and suits different preferences.

Option D is correct as a compelling change story articulates the "why" and "what" of the project, fostering buy-in. Option B is incorrect-while overcommunication can overwhelm, the advice to "not overcommunicate" lacks specificity and isn't a proactive strategy. Option C is also incorrect; over-reliance on digital channels may exclude non-digital users and isn't universally effective. Extract from SAP OCM Concepts: SAP OCM emphasizes a varied communication approach and a strong narrative to drive engagement (SAP OCM Framework).

#### NEW QUESTION # 65

What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. The project sponsor
- B. Employee representative or works council
- C. The IT department
- D. Senior managers of impacted business units
- E. The HR department

**Answer: A,B,D**

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff-e.g., warehouse workers impacted by inventory changes-ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.

Option B is incorrect-HR might provide general employee data but lacks project-specific impact insight.

Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a comprehensive stakeholder map.

"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

#### NEW QUESTION # 66

What are the key elements of a user adoption strategy for an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Agreed catalog of strategies to mitigate user adoption risks or issues
- B. Identified business stakeholders to be informed about the analysis results
- C. Agreed list of appropriate user adoption indicators before and after go-live
- D. Defined process for monitoring the selected user adoption indicators

**Answer: C,D**

Explanation:

A user adoption strategy in SAP OCM ensures sustained system use. Option B is correct because a defined monitoring process (e.g., monthly usage reports) tracks indicators like login frequency, ensuring adoption is measured systematically. Option C is correct as an agreed list of indicators (e.g., transaction completion rates pre-go-live, satisfaction scores post-go-live) provides clear metrics

to assess success, set during planning (Prepare/Explore).

Option A is incorrect- "catalog of strategies" is vague; mitigation is part of broader OCM, not the adoption strategy's core. Option D is incorrect; identifying stakeholders for results is operational, not a key element of the strategy itself. SAP OCM focuses on measurable adoption drivers.

"A user adoption strategy includes a monitoring process and agreed indicators to track and ensure successful system uptake" (SAP Activate, User Adoption Strategy).

#### NEW QUESTION # 67

How are users impacted by the implementation of an SAP cloud solution? Note: There are 2 correct answers to this question.

- A. They must customize the solution according to their specific needs
- B. They must prepare for a long implementation process
- C. They must get accustomed to ongoing change
- D. They must adopt the new best-practice processes

**Answer: C,D**

Explanation:

SAP cloud solutions (e.g., S/4HANA Cloud) reshape user experience. Option A is correct-users must adopt best-practice processes (e.g., standardized procurement) over custom legacy ways, a core shift requiring adaptation-e.g., learning a new UI instead of old shortcuts. Option C is correct as ongoing change-e.g., quarterly releases with new features-demands continuous adjustment, unlike static on-premise systems, impacting daily work patterns.

Option B is incorrect-implementation length affects project teams, not users directly; their impact is post-go- live. Option D is incorrect-users don't customize cloud solutions (a technical task); they adapt to pre- configured standards. SAP OCM focuses on process and change adaptation.

"Users are impacted by adopting best-practice processes and adjusting to ongoing changes from cloud solution updates" (SAP Activate, User Impact Overview).

#### NEW QUESTION # 68

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