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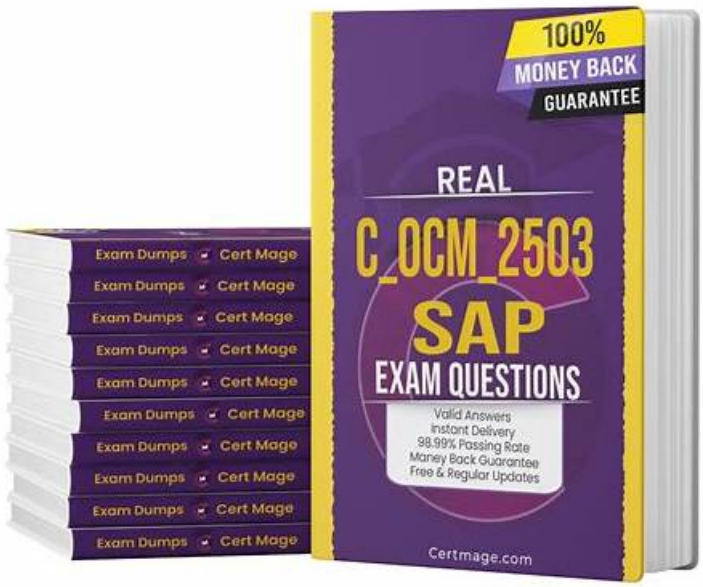

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SAP Certified Associate - Organizational Change Management Sample Questions (Q72-Q77):

NEW QUESTION # 72
What should a change manager make clear to avoid being held responsible for handling all people-related issues within the cloud project? Note: There are 3 correct answers to this question.

- A. Change management is a checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- B. Change management is a project management task, requiring the project lead to apply tools and templates provided by the change manager
- C. Change management is a long-distance endeavor, requiring a continuous joint effort throughout the project
- D. Change management is a core leadership task, requiring the active involvement and support of the business
- E. Change management is a team sport, requiring the commitment and engagement of the entire project team

Answer: C,D,E

Explanation:
The change manager in SAP OCM must set boundaries to avoid being the sole "people fixer." Option A is correct-describing OCM as a "long-distance endeavor" with joint effort clarifies it's an ongoing, collective process (e.g., spanning Prepare to Run), not a solo fix-it role. For instance, adoption issues in Run require sustained teamwork, not just the change manager's intervention. Option B is correct because calling it a "team sport" emphasizes that the project team-PM, IT, business-shares responsibility (e.g., PM schedules, IT supports, OCM guides), preventing the change manager from being overburdened. Option D is correct as framing OCM as a "core leadership task" highlights that business leaders must drive buy-in (e.g., a VP addressing resistance), not just delegate to the change manager.
Option C is incorrect-OCM isn't a project management task; it's a distinct discipline collaborating with PM, not subsumed under it.
Option E is incorrect; a "checkbox approach" misrepresents OCM's dynamic, adaptive nature-strict procedures don't fit SAP's agile methodology. SAP OCM stresses shared ownership to manage expectations.
"Clarify that change management is a continuous, team-based effort requiring leadership support, not a solitary or rigid task, to define its scope accurately" (SAP OCM Framework, Change Manager Role Clarification).

NEW QUESTION # 73
Why is it important to develop an enablement strategy for an SAP cloud project? Note: There are 3 correct answers to this question.

- A. It helps to prepare all enablement related activities in a timely manner
- B. It serves as baseline to deliver enablement on time, to budget, and to quality
- C. It ensures the definition of the role-based course catalog for the project
- D. It provides a clear direction for all enablement activities
- E. It supports the timely assignment of suitable trainers to enablement courses

Answer: A,B,D

Explanation:
An enablement strategy in SAP OCM (Prepare/Explore) ensures users are ready for the cloud system. Option A is correct because it prepares activities (e.g., training schedules) timely-e.g., planning sessions before Realize avoids last-minute rushes. Option B is correct as it baselines delivery-on time (before go-live), to budget (resource allocation), and to quality (effective materials)-e.g., ensuring training meets adoption goals. Option D is correct because it directs activities (e.g., "focus on key users first"), aligning efforts with project needs.
Option C is incorrect-a course catalog is an output, not the strategy's purpose. Option E is incorrect; trainer assignment is logistical, not a core strategic benefit. SAP OCM uses the strategy for planning and execution clarity.
"An enablement strategy ensures timely preparation, provides a delivery baseline, and directs all enablement activities for user readiness" (SAP Activate, Enablement Strategy Importance).

NEW QUESTION # 74
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 separate project
- B. As a staff unit
- C. As a cross-topic
- D. As a subproject
- E. As part of the functional sub-projects

Answer: A,C,D

NEW QUESTION # 75
Which communication activities are suitable to celebrate the success of a cloud implementation project? Note: There are 3 correct answers to this question.

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

Answer: A,D,E

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 # 76
In the SAP Activate Prepare phase, the cloud project is set up and officially launched. Which change management activities are usually started in this phase? Note: There are 3 correct answers to this question.

- A. Develop and align the change network strategy
- B. Facilitate the role mapping process
- C. Identify the key stakeholders and conduct a stakeholder analysis
- D. Conduct a detailed change impact analysis
- E. Develop an initial change plan for the cloud project

Answer: A,C,E

Explanation:
The SAP Activate Prepare phase is the foundational stage where the project is initiated, and change management begins laying the groundwork for success. Option A is correct because developing an initial change plan establishes the roadmap for OCM activities, outlining scope, timelines, and key interventions aligned with the project plan. This plan is high-level at this stage, focusing on setting direction rather than granular details, which come later. Option B is correct as identifying key stakeholders and conducting a stakeholder analysis is a critical early step to understand who will be impacted, their influence, and their attitudes (e.g., supporters or opponents). This analysis informs subsequent engagement strategies. Option D is correct because developing and aligning the change network strategy involves planning how change agents will support the project, ensuring early buy-in from influential individuals across the organization.
Option C is incorrect because a detailed change impact analysis (CIA) typically occurs in the Explore phase, where process gaps are identified during fit-to-standard workshops. In Prepare, only a high-level CIA might begin, but the question specifies "detailed," which doesn't align here. Option E is incorrect as role mapping (assigning SAP roles to users) is a technical and enablement activity that happens later, often in the Realize phase, not Prepare. The Prepare phase focuses on readiness and planning, not execution-level tasks like role mapping. In SAP OCM, these activities ensure a proactive start, aligning people-related efforts with the project's kickoff.
"In the Prepare phase, change management initiates activities such as developing an initial change plan, conducting stakeholder analysis, and defining the change network strategy to establish a solid foundation for the project" (SAP Activate Methodology, Change Management Workstream, Prepare Phase).

NEW QUESTION # 77
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