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## SAP Certified Associate - Organizational Change Management Sample Questions (Q14-Q19):

### NEW QUESTION # 14

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

**Answer: A,D,E**

Explanation:

OCM can be integrated into an SAP project in various ways. Option B is correct because treating OCM as a cross-topic ensures it

spans all project areas (e.g., communication, training), aligning with SAP Activate's holistic approach. Option D is correct as a subproject allows OCM to have its own plan and resources under the main project. Option E is correct because a staff unit (e.g., reporting to the project lead) provides dedicated support without separate project status. Option A is incorrect-OCM is rarely a standalone project, as it supports the main implementation. Option C is also incorrect; embedding OCM in functional sub- projects dilutes its focus across technical areas.

Extract from SAP OCM Concepts: SAP Activate supports OCM as a cross-functional, subproject, or staff function to ensure alignment with project goals (SAP OCM Framework).

#### NEW QUESTION # 15

In the SAP Activate Explore phase, the project team conducts fit-to-standard workshops to identify gaps between business requirements and the SAP best practice standard. Which change management challenge is typical for this phase?

- A. Some project team members have never heard of organizational change management.
- B. Some business users do not adopt the new cloud solution.
- C. Some business departments do not feel well prepared for the go-live.
- **D. Some managers show resistance towards the cloud standard.**

**Answer: D**

Explanation:

During the Explore phase, fit-to-standard workshops focus on aligning business processes with SAP's best practices, often revealing changes to current ways of working. Option C is correct because managers may resist the cloud standard if it reduces customization or control, a common challenge in this phase. Option A is incorrect-lack of OCM awareness is more typical in the Discover or Prepare phase. Option B is incorrect; user adoption issues emerge post-go-live (Run phase), not in Explore. Option D is also incorrect; go-live readiness concerns arise in the Deploy phase, not Explore.

Extract from SAP OCM Concepts: Resistance to standardization is a key challenge in the Explore phase, requiring targeted stakeholder engagement (SAP Activate, OCM Workstream).

#### NEW QUESTION # 16

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

- **A. 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**
- B. 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
- 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 that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy

**Answer: A**

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 # 17

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

**Answer: D**

Explanation:

Low readiness in a business unit (assessed pre-go-live, likely in Deploy) requires targeted intervention.

Option B is correct because a workshop with project management (for alignment), local management (for context), and change agents (for execution) enables a deep dive into root causes and collaborative mitigation planning (e.g., extra training). This multi-stakeholder approach ensures comprehensive understanding and action. Option A is too narrow-change agents alone lack the authority or full perspective. Option C excludes local input, limiting effectiveness. Option D involves the sponsor, which is overkill for an operational issue, and users may not strategize solutions. SAP OCM favors inclusive, practical responses.

"Address low readiness through workshops with project management, local leaders, and change agents to analyze results and plan targeted mitigation" (SAP Activate, Business Readiness Assessment Follow-Up).

#### NEW QUESTION # 18

How do you define the term Organizational Change Management?

- **A. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current to a future state with intended business benefits.**
- B. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational set-up with focus on the added value for the impacted users.
- C. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational setup with intended business benefits.
- D. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a current to a future state with focus on the added value for the impacted users.

**Answer: A**

Explanation:

SAP defines OCM broadly and systematically. Option C is correct because it describes OCM as comprehensive (holistic), cyclic (iterative), and structured (methodical), transitioning from current to future states with business benefits-aligning with SAP Activate's goals. Option A is incorrect-"selective" and

"intuitive" contradict OCM's structured nature. Option B narrows it to "agile setup," which isn't SAP-specific. Option D is incorrect due to "selective" and "singular," missing the cyclic aspect. C reflects SAP's OCM essence.

"Organizational Change Management is a comprehensive, cyclic, and structured approach to transition individuals, groups, and organizations from a current to a future state, delivering intended business benefits" (SAP OCM Framework, Definition).

#### NEW QUESTION # 19

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