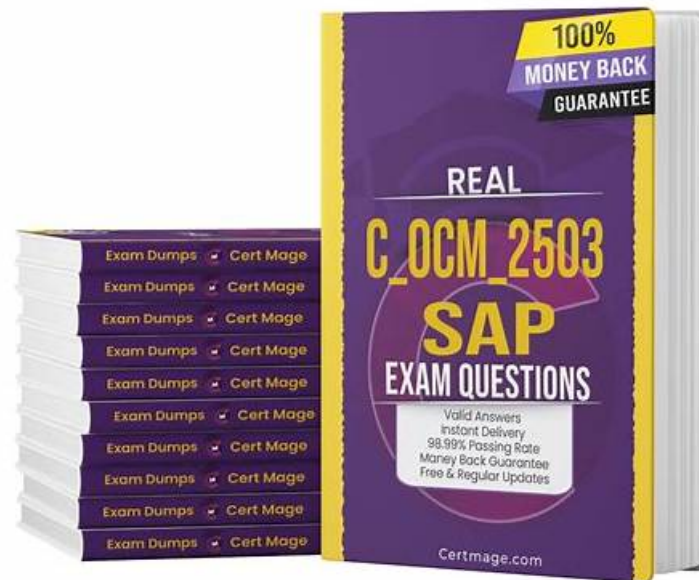


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## SAP Certified Associate - Organizational Change Management Sample Questions (Q46-Q51):

### NEW QUESTION # 46

Which approach is suitable for conducting a communication needs analysis?

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

**Answer: A**

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 # 47

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

**Answer: A,B,D**

### NEW QUESTION # 48

Which responsibilities regarding change communication activities should be clearly assigned in a communication plan? Note: There are 2 correct answers to this question.

- A. Content creation and content review
- B. Content approval and content delivery
- C. Content assessment and content archiving
- D. Content alignment and content evaluation

**Answer: A**

Explanation:

A communication plan in SAP OCM defines roles to ensure smooth execution of change communication.

Option B is correct because content creation (e.g., drafting newsletters by a change manager) and content review (e.g., checking accuracy by a business lead) are critical responsibilities that must be assigned to avoid delays or errors. Creation involves generating messages (e.g., "Why we're moving to the cloud"), while review ensures alignment with project goals and stakeholder needs (e.g., confirming technical terms are clear). Clear assignment prevents overlap or gaps-imagine a scenario where no one knows who's drafting the go-live announcement, causing confusion.

Option A is incorrect-content approval (final sign-off, often by leadership) is distinct from review and less operational, while delivery

(e.g., sending emails) is logistical, often handled by tools or admins, not a core creative responsibility. Option C is incorrect; content assessment (evaluating effectiveness) is post-delivery analysis, and archiving is administrative, not plan-specific. Option D is incorrect-content alignment (ensuring consistency) is part of review, and evaluation overlaps with assessment, neither requiring separate assignment. SAP OCM focuses on creation and review as foundational tasks.

"The communication plan assigns responsibilities for content creation and review to ensure messages are developed and validated effectively" (SAP Activate, Communication Plan Structure).

#### NEW QUESTION # 49

What advice promotes the successful implementation of change enablement activities? Note: There are 3 correct answers to this question.

- A. Assign an enablement lead that reports into the steering committee to foster high management attention on enablement activities
- B. Ensure that the enablement team actively participates in the fit-to-standard workshops to derive learning needs for impacted user groups
- C. Establish an enablement team with clear roles, responsibilities, skills and time to carry out enablement well
- D. Integrate key enablement activities into the overall project plan to increase attention and to avoid critical activities being overlooked
- E. Provide a comprehensive enablement strategy guiding the impacted business areas through all enablement activities

**Answer: C,D,E**

Explanation:

Successful change enablement in SAP OCM ensures users adopt the system effectively. Option B is correct because an enablement team with defined roles (e.g., trainer), skills (e.g., content creation), and time ensures professional execution, avoiding ad-hoc efforts. Option C is correct as a comprehensive strategy (e.g., outlining training phases, tools) guides business areas systematically, aligning enablement with project goals.

Option D is correct because integrating enablement into the project plan (e.g., scheduling training before go-live) ensures visibility and prioritization alongside technical tasks.

Option A is incorrect-reporting to the steering committee overcomplicates governance; the enablement lead coordinates with project management, not executives directly. Option E is incorrect; fit-to-standard workshops (Explore phase) involve process owners/SMEs, not the enablement team, whose role is delivery, not needs derivation. SAP OCM emphasizes structure and integration for enablement success.

"Promote enablement success with a skilled team, a comprehensive strategy, and integration into the project plan to ensure effective user preparation" (SAP Activate, Enablement Best Practices).

#### NEW QUESTION # 50

What are typical roles for managing and executing enablement activities in an SAP project? Note: There are 3 correct answers to this question.

- A. Process owner for creating and delivering enablement content
- B. Test manager for validating the enablement content
- C. Content developer and trainer for creating and delivering enablement activities
- D. Enablement lead for overseeing all enablement activities
- E. Enablement administrator for managing the enablement logistics

**Answer: C,D,E**

Explanation:

Enablement in SAP projects involves specific roles to ensure effective training. Option A is correct because the enablement administrator handles logistics (e.g., scheduling, tools). Option B is correct as content developers and trainers create and deliver materials. Option E is correct because the enablement lead oversees the strategy and execution. Option C is incorrect-process owners provide input but don't typically create or deliver content. Option D is incorrect; test managers validate systems, not enablement content.

Extract from SAP OCM Concepts: SAP Activate's enablement workstream defines roles like administrator, trainer, and lead for effective learning (SAP Enablement Framework).

## NEW QUESTION # 51

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