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 IT Certification Questions  
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### SAP Certified Associate - Organizational Change Management Sample Questions (Q76-Q81):

#### NEW QUESTION # 76

How is SAP's organizational change management framework connected with the SAP Activate methodology?

Note: There are 2 correct answers to this question.

- A. The SAP Activate phases build the dimensions of the organizational change management framework
- B. The start of each change management activity is assigned to one specific SAP Activate phase
- C. Some change management activities are executed in more than one SAP Activate phase
- D. Each change management dimension is assigned to a specific SAP Activate phase

**Answer: B,C**

Explanation:

SAP's OCM framework integrates with SAP Activate to align people efforts with project stages. Option A is correct because activities are phase-specific-e.g., stakeholder analysis starts in Prepare, training in Realize- ensuring timing matches project needs,

like assessing readiness before design. Option C is correct as some activities span phases-e.g., communication begins in Prepare (awareness) and continues through Run (adoption updates), adapting to evolving contexts like new releases.

Option B is incorrect-OCM dimensions (e.g., strategy, leadership) are overarching, not phase-bound; they apply across the lifecycle. Option D is incorrect-Activate phases (Discover, Prepare, etc.) structure the project, not the OCM framework's dimensions. SAP OCM syncs with Activate's rhythm.

"The OCM framework connects to SAP Activate by assigning activity starts to specific phases and allowing some activities to span multiple phases for continuous impact" (SAP OCM Framework, Activate Integration).

### NEW QUESTION # 77

Which enablement activities are usually performed during the Prepare phase of an SAP project? Note: There are 2 correct answers to this question.

- A. The enablement content development
- B. The learning needs analysis for the business users
- C. The enablement strategy
- D. The learning needs analysis for the project team

**Answer: C,D**

Explanation:

The Prepare phase in SAP Activate sets up enablement foundations. Option A is correct because the learning needs analysis (LNA) for the project team-e.g., assessing if consultants need S/4HANA skills-ensures implementers are ready before design, critical for early success. Option C is correct as the enablement strategy (e.g., "train key users first") defines the approach, aligning with project goals-e.g., planning phased training before go-live.

Option B is incorrect-content development (e.g., tutorials) occurs in Realize, once processes are defined.

Option D is incorrect; business user LNA follows in Explore/Realize, after impacts are clearer-Prepare focuses on the team. SAP OCM prioritizes early team readiness and strategy.

"In Prepare, perform the learning needs analysis for the project team and develop the enablement strategy to establish a strong enablement foundation" (SAP Activate, Prepare Phase Enablement).

### NEW QUESTION # 78

The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the "supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

- A. Assign them project roles to increase their influence on the success of the project
- B. Ask them to exert pressure on the skeptics in their area of responsibility
- C. Involve them in project activities to facilitate design decisions
- D. Use their positive attitude to influence others in their area of responsibility

**Answer: A,C**

### NEW QUESTION # 79

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

- A. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan
- B. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan
- C. Refer to the advantages of an agile approach for continuously updating and refining the change plan
- D. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list

**Answer: C,D**

## NEW QUESTION # 80

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. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.
- C. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- D. Provide specific enablement sessions to positively influence the opponent's attitude.

### 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 # 81

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