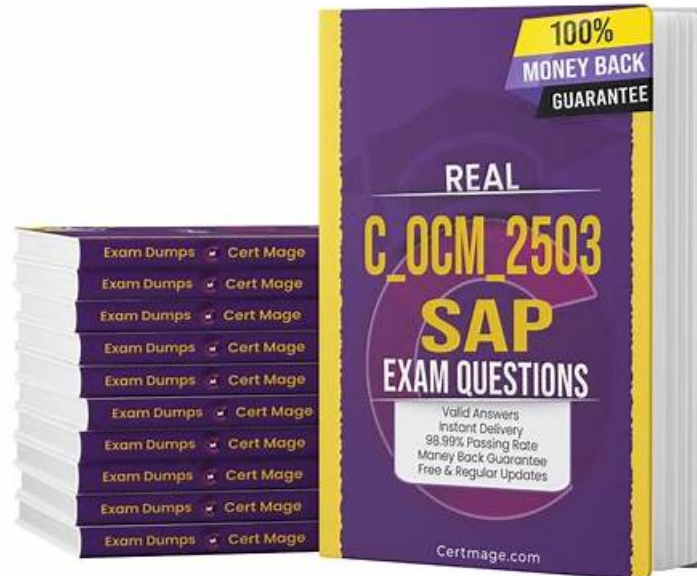


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SAP Certified Associate - Organizational Change Management Sample Questions (Q81-Q86):

NEW QUESTION # 81

What are the special characteristics of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

- A. It supports an agile way of working
- B. It is only suitable for large-scale, complex cloud deployments
- C. It contains activities that help to enhance system performance
- D. It is aligned with the SAP Activate implementation methodology
- E. It is targeted at fostering fast and sustainable user adoption

Answer: A,D,E

Explanation:

SAP's OCM framework is designed to support cloud implementations effectively. Option A is correct because it supports agility- e.g., iterative planning and adjustments (like refining communication post-wave) mirror SAP Activate's flexible approach, adapting to project shifts. Option B is correct as it's tightly aligned with SAP Activate, mapping OCM activities (e.g., stakeholder analysis in Prepare) to its phases, ensuring seamless integration with technical delivery. Option E is correct because fostering fast, sustainable adoption- e.g., through enablement and adoption metrics in Run-is the framework's core goal, ensuring users embrace the system long-term, not just at go-live.

Option C is incorrect-it's versatile, not limited to large-scale projects; small or mid-size implementations also benefit from its principles. Option D is incorrect; enhancing system performance is a technical task (e.g., IT optimization), not OCM's focus, which is people-centric. SAP OCM's unique blend of agility, methodology alignment, and adoption focus sets it apart.

"SAP's OCM framework is agile, aligned with SAP Activate, and targets fast, sustainable user adoption to maximize cloud implementation success" (SAP OCM Framework, Key Characteristics).

NEW QUESTION # 82

The project leadership team agreed on the pulse check objectives, focus topics, target groups, and guiding principles. What are the next steps that must be executed to set up a pulse check? Note: There are 2 correct answers to this question.

- A. Inform the steering committee about the time schedule for the pulse check
- B. Involve employee representatives if required due to legal regulations
- C. Develop the questions and prepare the questionnaire in a survey platform
- D. Plan the survey waves for the remaining project duration

Answer: B,C

Explanation:

A pulse check in SAP OCM is a quick, targeted survey to gauge stakeholder sentiment (e.g., readiness, adoption) at key project points, often in Deploy or Run phases. After agreeing on objectives (e.g., assess go-live confidence), focus topics (e.g., training effectiveness), target groups (e.g., key users), and principles (e.g., anonymity), the next steps operationalize it. Option B is correct because involving employee representatives (e.g., works council) is mandatory in some regions (e.g., Germany) due to legal requirements around employee data collection. This ensures compliance-e.g., if surveying a warehouse team, the works council might need to approve questions to protect worker rights, avoiding legal risks that could halt the process.

Option C is correct as developing questions (e.g., "Do you feel prepared for the new system?") and preparing the questionnaire in a survey platform (e.g., Qualtrics) translates objectives into actionable data collection.

This step is critical-without questions, there's no pulse check; a poorly designed survey (e.g., vague queries) yields useless results, while a platform ensures efficient distribution and analysis.

Option A is incorrect-planning survey waves for the entire project assumes multiple checks, but a pulse check is a single, focused snapshot; ongoing planning happens later if needed. Option D is incorrect; informing the steering committee about the schedule is a courtesy, not a "must" step-execution precedes reporting. SAP OCM stresses compliance and question design as immediate priorities post-agreement.

"After defining pulse check parameters, involve employee representatives for legal compliance where required, and develop questions with a survey platform to enable effective execution" (SAP Activate Methodology, OCM Workstream, Pulse Check Setup).

NEW QUESTION # 83

How would you carry out a high-level change impact analysis?

- A. Define and assess key change impact metrics
- B. Conduct interviews and workshops with key project stakeholders

- C. Analyze the differences between as-is and to-be processes
- D. Set up a survey within the project team

Answer: B

Explanation:

A high-level change impact analysis (CIA) in SAP OCM gathers broad insights early on. Option C is correct because interviews and workshops with stakeholders (e.g., business leads) provide a comprehensive view of impacts across units. Option A is incorrect- surveys are too narrow and project-team focused. Option B is part of detailed CIA, not high-level. Option D is a follow-up, not the method itself. SAP emphasizes stakeholder engagement for high-level CIA.

"Conduct high-level change impact analysis through stakeholder interviews and workshops to assess broad impacts" (SAP Activate, OCM Workstream, Prepare Phase).

NEW QUESTION # 84

Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Estimated costs per change communication activity via the channel
- B. Stakeholders or stakeholder groups targeted by the channel
- C. Name and short description of the channel
- D. Frequency of use and owner of the channel
- E. Degree of standardization required for the channel

Answer: B,C,D

Explanation:

A communication channel analysis in SAP OCM evaluates how channels support change communication.

Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.

Option A is incorrect- "degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis- budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.

"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework, Communication Planning).

NEW QUESTION # 85

What does change enablement mean in the context of SAP cloud implementations?

- A. It refers to all activities that upskill the impacted business leaders to handle organizational change management in their areas of responsibility
- B. It refers to all tasks that support the project leadership team to learn how to deal with resistance during the cloud project
- C. It refers to all activities that help people to learn and adopt new SAP systems and processes in their working life
- D. It refers to all deliverables that support the project team to deliver change management during the cloud implementation

Answer: C

Explanation:

Change enablement in SAP cloud implementations focuses on user adoption. Option B is correct because it encompasses all activities- training, workshops, support- that help people (end-users, key users) learn and adopt new SAP systems (e.g., S/4HANA Cloud) and processes (e.g., best practices) in their daily work. This broad definition aligns with SAP OCM's goal of ensuring sustained use post-go-live, addressing both technical skills and behavioral change. For example, enablement might include e-learning on system navigation or process simulations to ease the transition.

Option A is incorrect- supporting leadership to handle resistance is a subset of change leadership, not enablement, which targets users. Option C is incorrect; deliverables (e.g., plans, reports) support OCM broadly, not just enablement, which is action-oriented. Option D is incorrect- upskilling leaders is leadership development, not user-focused enablement. SAP OCM defines enablement as user-centric preparation.

"Change enablement refers to activities that enable people to learn and adopt new SAP systems and processes, ensuring effective integration into their work" (SAP OCM Framework, Enablement Definition).

NEW QUESTION # 86

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