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## SAP Certified Associate - Organizational Change Management Sample Questions (Q30-Q35):

### NEW QUESTION # 30

How would you describe the different dimensions of SAP's organizational change management framework?

Note: There are 3 correct answers to this question.

- A. Change strategy covers activities to set up change management properly.
- B. Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.
- C. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.
- D. Change realization includes activities to realize the business benefits associated with the cloud implementation.
- E. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.

**Answer: A,B,D****NEW QUESTION # 31**

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

- A. 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
- B. 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
- C. 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
- 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: B**

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 # 32**

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

**Answer: A,B**

Explanation:

Supporters in SAP OCM stakeholder analysis (e.g., enthusiastic managers) are assets to leverage. Option C is correct because assigning project roles (e.g., change agent) amplifies their influence-e.g., a supportive lead driving adoption in their unit boosts success. Option D is correct as their positive attitude can sway others-e.g., a supporter sharing benefits in a meeting shifts skeptics' views organically.

Option A is incorrect-pressure risks backlash; influence should be subtle, not coercive. Option B is incorrect; design decisions (e.g., process flows) are for experts, not supporters' primary role, which is advocacy. SAP OCM maximizes supporters' enthusiasm strategically.

"Leverage supporters by assigning roles to enhance their impact and using their positivity to influence others effectively" (SAP Activate, Stakeholder Management Strategies).

**NEW QUESTION # 33**

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. Conduct a detailed change impact analysis
- B. Develop and align the change network strategy

- C. Identify the key stakeholders and conduct a stakeholder analysis
- D. Develop an initial change plan for the cloud project
- E. Facilitate the role mapping process

**Answer: B,C,D**

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 # 34

The stakeholder analysis in a cloud project reveals that two important business leaders belong to the "opponents" category. What are your favorite strategies? Note: There are 2 correct answers to this question.

- A. Ignoring the opponents and focusing on the skeptics
- B. Preventing opponents from forming an alliance against the project
- C. Trying to reduce their influence on the project success
- D. Working on changing their attitude towards the project

**Answer: B,C**

#### NEW QUESTION # 35

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