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SAP Certified Associate - Organizational Change Management Sample Questions (Q47-Q52):

NEW QUESTION # 47

Why is the implementation of an SAP cloud solution a holistic business transformation?

- A. It leads to significant changes of the existing IT landscape.
- **B. It leads to changes in the technology, process, organization, and people dimensions.**
- C. It impacts the collaboration with suppliers and customers.
- D. It impacts both employees and managers.

Answer: B

Explanation:

An SAP cloud implementation is holistic because it affects multiple facets of the organization, not just isolated areas. Option C is correct as it encapsulates the four key dimensions of transformation: technology (new cloud systems), process (best-practice adoption), organization (structural adjustments), and people (behavioral change). This aligns with SAP's view that cloud projects drive end-to-end change. Option A is too narrow-supplier/customer collaboration is just one potential impact. Option B is also limited; impacting employees and managers is part of the "people" dimension but doesn't cover the full scope. Option D focuses only on IT, ignoring process, organization, and people changes. SAP OCM emphasizes a comprehensive approach to transformation, making C the definitive answer.

"SAP cloud implementations are holistic transformations, impacting technology, processes, organizational structures, and people, requiring a coordinated change management approach across all dimensions" (SAP Organizational Change Management Framework, Overview).

NEW QUESTION # 48

Which communication assets are usually developed at an early stage of an SAP cloud project? Note: There are 2 correct answers to this question.

- **A. A modular overview presentation providing generic project information**
- **B. A glossary explaining typical SAP and business terms used in the cloud context**
- C. A cheat sheet giving hands-on advice about how to use the new cloud system
- D. An FAQ list describing the key change impacts for different user groups

Answer: A,B

Explanation:

Early-stage communication assets in SAP OCM (Prepare/Explore phases) aim to build awareness and understanding. Option B is correct because a modular overview presentation (e.g., slides on project goals, timeline, benefits) provides generic, reusable information for initial stakeholder briefings, such as kick-off meetings. Its modularity allows customization for different audiences (e.g., executives vs. users). Option C is correct as a glossary of SAP terms (e.g., "fit-to-standard," "S/4HANA") and business jargon clarifies terminology, reducing confusion in a cloud context where new concepts abound.

Option A is incorrect-an FAQ on change impacts requires detailed CIA insights, which come later (Explore/Realize). Option D is incorrect; a cheat sheet with system usage tips is an enablement tool developed closer to go-live (Realize/Deploy), not early on. SAP OCM prioritizes foundational assets to set the stage for later specifics.

"Early communication assets include a modular project overview presentation and a glossary of SAP and business terms to establish clarity and awareness" (SAP Activate, Early Communication Deliverables).

NEW QUESTION # 49

Which dimensions are suitable for analyzing individual stakeholders of a cloud implementation in a 2x2 matrix? Note: There are 2 correct answers to this question.

- **A. Level of influence on the project success, distinguishing between low and high**

- B. Attitude towards the project, distinguishing between negative and positive
- C. Extent of expected change impacts, distinguishing between few and many
- D. Degree of resistance, distinguishing between low and high

Answer: A,B

Explanation:

A 2x2 matrix in SAP OCM stakeholder analysis plots individuals for strategic engagement. Option B is correct-attitude (negative vs. positive) gauges support level-e.g., a positive VP vs. a negative clerk- guiding communication focus. Option C is correct as influence (low vs. high) measures impact potential-e.

g., a high-influence director can sway outcomes more than a low-influence user-prioritizing effort. Together, they create a matrix (e.g., high-influence/positive = "champions") for tailored strategies.

Option A is incorrect-"degree of resistance" overlaps with attitude; it's a symptom, not a distinct axis.

Option D is incorrect; change impact extent is group-level (e.g., unit-wide), not individual-specific in a 2x2.

SAP OCM uses attitude/influence for precision.

"Analyze stakeholders in a 2x2 matrix using attitude (positive/negative) and influence (low/high) to prioritize engagement effectively" (SAP Activate, Stakeholder Analysis Tools).

NEW QUESTION # 50

An SAP cloud project is supported by an external change management advisor and an internal change manager in a delivery role. How would you assign the responsibilities? Note: There are 3 correct answers to this question.

- A. The external change manager takes over the holistic responsibility for the change management support of the project.
- B. The internal change manager ensures that an ongoing change management know-how transfer is established.
- C. The external change manager provides the change management approach and delivers "best practice" tools and templates.
- D. The external change manager develops the overall plans and concepts for change management in the project.
- E. The internal change manager executes change management tasks, such as change communication activities.

Answer: B,C,E

Explanation:

In SAP projects, external advisors bring expertise, while internal managers operationalize it. Option A is correct because the internal change manager, embedded in the organization, ensures knowledge transfer for sustainability. Option C is correct as the internal manager executes tasks (e.g., communication) due to their proximity to stakeholders. Option E is correct because the external advisor provides strategic approaches and tools (e.g., templates from SAP Activate), leveraging their expertise. Option B is incorrect-developing plans is collaborative, not solely external. Option D is incorrect; holistic responsibility is shared, not fully outsourced. This division balances external best practices with internal execution.

"External advisors provide best-practice approaches and tools, while internal change managers execute activities and ensure knowledge transfer for long-term capability" (SAP Activate Methodology, Change Management Roles and Responsibilities).

NEW QUESTION # 51

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 cross-topic
- B. As part of the functional sub-projects
- C. As a separate project
- D. As a staff unit
- 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 # 52

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