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 IT Certification Questions
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SAP Certified Associate - Organizational Change Management Sample Questions (Q64-Q69):

NEW QUESTION # 64

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

- A. Personas that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy
- B. 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
- C. 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
- D. 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

Answer: C

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 # 65

How would you prepare to conduct a detailed change impact analysis workshop? Note: There are 2 correct answers to this question.

- A. Select one relevant impact dimension to be analyzed, for example process, technology, organization, or people
- B. **Invite the appropriate workshop participants, for example process owners, subject matter experts, and key users**
- C. **Create a template with the relevant business processes broken down to a suitable level for the discussion**
- D. Schedule individual upfront meetings with all workshop participants to collect initial insights

Answer: B,C

Explanation:

Preparing for a detailed change impact analysis (CIA) workshop, typically conducted in the SAP Activate Explore or Realize phase, requires careful planning to ensure actionable outcomes. Option A is correct because inviting the right participants-process owners (who understand current workflows), subject matter experts (SMEs, who provide technical/process depth), and key users (who represent end-user perspectives)- ensures a comprehensive assessment of impacts across affected areas. Their diverse insights are critical for identifying specific changes at a granular level, such as how a process shift affects daily tasks or system usage. Without these stakeholders, the workshop risks missing critical details or buy-in, undermining its effectiveness.

Option B is correct because creating a template with relevant business processes broken down to a suitable level (e.g., subprocesses like "order entry" within "order-to-cash") provides a structured framework for discussion. This template might include columns for as-is vs. to-be states, impact severity, and affected roles, enabling participants to systematically evaluate changes. It ensures focus and consistency, preventing the workshop from becoming a free-for-all discussion, and aligns with SAP's methodical approach to CIA.

Option C is incorrect because scheduling individual upfront meetings with all participants is impractical and time-consuming for a detailed CIA, which builds on prior high-level analysis. While some pre-workshop input might be gathered, the workshop itself is the collaborative forum for insights, not pre-meetings. Option D is incorrect because limiting the analysis to one dimension (e.g., only "process") contradicts the holistic nature of a detailed CIA, which assesses multiple dimensions (process, technology, organization, people) to capture the full scope of change. SAP OCM emphasizes stakeholder inclusion and structured tools for detailed CIA preparation.

"Preparation for a detailed change impact analysis workshop involves inviting key stakeholders such as process owners, SMEs, and key users, and providing a structured template of business processes to guide the assessment of impacts across all dimensions" (SAP Activate Methodology, OCM Workstream, Detailed CIA Preparation).

NEW QUESTION # 66

What is the added value of a high-level change impact analysis? Note: There are 3 correct answers to this question.

- A. **It delivers input for communication activities, making the implications of the project more tangible.**
- B. **It allows the change manager to derive appropriate activities, focusing the resources on key action areas.**
- C. **It reveals key project risks that can be integrated into the project's risk management at an early stage.**
- D. It provides an initial systematic overview of the amount and the nature of the upcoming changes.
- E. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.

Answer: A,B,C

NEW QUESTION # 67

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

Answer: A,B,E

NEW QUESTION # 68

What should a change manager keep in mind when designing the process for capturing lessons learned? Note: There are 3 correct answers to this question.

- A. A workshop setting is the best way to capture lessons learned
- B. The results of the lessons learned activity should be treated confidentially
- C. A predefined structure and scope of topics help to cover all relevant aspects
- D. The focus on topics that didn't go well saves time during the workshop
- E. Clear rules of engagement, such as "avoid finger-pointing," facilitate the process

Answer: C,E

Explanation:

Capturing lessons learned in SAP OCM (typically Run phase) improves future projects, and the process design is key. Option B is correct because a predefined structure (e.g., categories like planning, execution, adoption) and scope (e.g., OCM-specific issues) ensure all aspects-successes and failures-are covered systematically. Without this, discussions might miss critical insights, like overlooked stakeholder engagement flaws. Option E is correct as clear rules (e.g., "no blame") create a safe environment, encouraging honest input-e.g., a team member might hesitate to admit a communication delay if fearing criticism, stunting learning. Option A is incorrect-confidentiality may limit sharing valuable lessons with the organization, contradicting SAP's goal of building capability; transparency (with discretion) is preferred. Option C is incorrect; focusing only on negatives ignores successes (e.g., effective training), skewing the process and wasting potential insights, not saving time. Option D is incorrect-a workshop isn't always best; surveys or interviews might suit smaller teams or remote setups. SAP OCM advocates flexibility and constructive design. "Design lessons learned with a structured scope and clear rules like 'avoid finger-pointing' to ensure comprehensive and open feedback" (SAP Activate, Lessons Learned Process).

NEW QUESTION # 69

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