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## SAP Certified Associate - Organizational Change Management Sample Questions (Q33-Q38):

### NEW QUESTION # 33

What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

- A. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior
- B. Involve business leaders in workshops to identify change impacts and to derive activities to allow a smooth transition
- C. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- D. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility
- E. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers

Answer: B,D,E

### NEW QUESTION # 34

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

**Answer: B,C,E**

Explanation:

SAP's OCM framework has key dimensions. Option A is correct-change strategy sets the foundation (e.g., planning, scoping). Option B is correct as realization focuses on delivering benefits (e.g., adoption). Option D is correct because leadership equips managers to manage change and resistance. Option C is incomplete- effectiveness evaluates impact but isn't fully defined here. Option E is a tactic, not a dimension; communication supports other dimensions.

Extract from SAP OCM Concepts: SAP OCM includes strategy, realization, and leadership as core dimensions (SAP OCM Framework).

### NEW QUESTION # 35

What are the key benefits of defining clear enablement roles in an SAP project? Note: There are 3 correct answers to this question.

- A. It describes the enablement strategy and gives clear directions for the enablement team
- B. It ensures that everyone involved in enablement activities knows what needs to be done
- C. It increases transparency and visibility in the project team and helps to facilitate decision-making processes
- D. It gives enablement team members a greater sense of ownership and increases team accountability
- E. It provides the enablement team members with the required tools to execute enablement activities

**Answer: B,C,D**

Explanation:

Defining clear enablement roles (e.g., enablement lead, trainer) in SAP OCM ensures effective training and adoption. Option A is correct because ownership-e.g., a trainer knowing they're responsible for content delivery-boosts accountability; if roles blur, tasks like scheduling sessions might slip, delaying readiness.

Option B is correct as transparency (e.g., who handles logistics) and visibility (e.g., roles listed in the plan) streamline decisions-e.g., the project manager can quickly assign a task knowing the enablement lead oversees it, avoiding confusion. Option C is correct because clarity on duties (e.g., "content developer creates materials") ensures everyone knows their part-without this, a key user training might lack materials due to unclear responsibility, risking go-live preparedness.

Option D is incorrect-roles don't describe the strategy (a separate document); they execute it. Option E is incorrect; tools (e.g., SAP Enablement Platform) are provided separately, not via role definitions. SAP OCM emphasizes role clarity for ownership, transparency, and execution efficiency.

"Clear enablement roles enhance ownership and accountability, increase transparency and visibility for decision-making, and ensure all involved understand their responsibilities" (SAP Activate, Enablement Framework, Role Definition Benefits).

### NEW QUESTION # 36

During a change network kick-off meeting, a change agent openly reports that he has been nominated by his manager against his will. How should the change manager react in this situation?

- A. Clarify the issue with him bilaterally after the change network meeting
- B. Request the change agent to leave the kick-off meeting
- C. Try to convince the change agent to take over the role anyway
- D. Ask the change agent to find a substitute within his unit

**Answer: A**

Explanation:

A reluctant change agent at a kick-off meeting poses a challenge, and the change manager must respond constructively. Option B is correct because a bilateral discussion post-meeting-e.g., asking "What's your concern?"-allows the change manager to understand the reluctance (e.g., workload, disinterest) privately, avoiding public confrontation and tailoring a solution (e.g., support, reassignment). This respects the agent's feelings while maintaining network morale.

Option A is incorrect-asking for a substitute shifts responsibility to the agent, potentially alienating him and disrupting the meeting.

Option C is incorrect; convincing him on the spot risks resistance or resentment, undermining his effectiveness. Option D is incorrect-ejecting him is harsh, damages trust, and weakens the network's start. SAP OCM favors discreet, empathetic handling of such issues.

"Address a reluctant change agent's concerns bilaterally after the meeting to resolve issues constructively and preserve network cohesion" (SAP Activate, Change Network Management).

### NEW QUESTION # 37

How would you assign the responsibilities for organizational change management in a cloud project? Note:

There are 2 correct answers to this question.

- **A. In small projects, the project manager can take over the change management responsibility.**
- B. In mid-size projects, the change management responsibility should be assigned to the business leaders of the impacted units.
- **C. In large projects, the change management responsibility is usually assigned to a designated change manager or a change management team.**
- D. Independently from the project size, the change management responsibility is assigned to the project sponsor.

**Answer: A,C**

Explanation:

Responsibility assignment in SAP OCM depends on project scale. Option A is correct because large projects require specialized expertise, so a dedicated change manager or team is typical to handle complexity. Option C is correct as small projects often lack resources for a separate change manager, so the project manager assumes this role. Option B is incorrect-business leaders may support change but are not typically responsible for managing it, as this requires specific OCM skills. Option D is incorrect; the project sponsor provides oversight and support, not direct responsibility for execution, regardless of size.

Extract from SAP OCM Concepts: SAP Activate recommends tailoring OCM roles to project size, with dedicated resources for large implementations and consolidated roles for smaller ones(SAP OCM Framework).

### NEW QUESTION # 38

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