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## SAP Certified Associate - Organizational Change Management Sample Questions (Q19-Q24):

### NEW QUESTION # 19

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

**Answer: B,C,D**

Explanation:

Aligning leadership in SAP OCM ensures top-down support for cloud projects. Option B is correct because Q&A sessions with project managers allow leaders to voice concerns (e.g., about standardization), fostering trust and alignment through dialogue.

Option C is correct as involving leaders in communication (e.g., speaking at townhalls) leverages their authority to promote the project, boosting visibility and credibility.

Option D is correct because aligning goals and incentives (e.g., tying performance metrics to project success) minimizes conflicts, ensuring leaders prioritize the implementation.

Option A is incorrect-reducing bonuses is punitive, risks escalating resistance, and isn't an SAP OCM practice; positive reinforcement is preferred. Option E is incorrect; while leaders might join workshops, identifying impacts is typically for process owners/SMEs-leadership focuses on sponsorship, not derivation.

SAP OCM stresses engagement and alignment over coercion.

"Align leadership through Q&A opportunities, active communication roles, and goal alignment to secure their support and influence" (SAP Activate, Leadership Alignment Strategies).

### NEW QUESTION # 20

What are some typical symptoms of low user adoption after the go-live of an SAP cloud solution? Note:

There are 2 correct answers to this question.

- A. Users avoid consuming additional, value-adding functionalities
- B. Users strictly follow the new organizational policies and procedures
- C. Users constantly change the way they interact with the system in their daily work
- D. Users stick to old processes and apply workarounds wherever possible

**Answer: A,D**

Explanation:

Low user adoption in the SAP Activate Run phase signals resistance or discomfort. Option A is correct because sticking to old processes (e.g., using Excel instead of SAP) and workarounds (e.g., manual overrides) indicate users aren't embracing the new system, undermining benefits like efficiency. Option C is correct as avoiding value-adding functionalities (e.g., analytics tools in S/4HANA) shows partial adoption, missing the solution's full potential-often due to lack of training or trust.

Option B is incorrect-strict adherence to new policies suggests high adoption, not low. Option D is incorrect; constant changes in interaction might reflect experimentation or confusion, not necessarily low adoption. SAP OCM monitors these symptoms to trigger interventions.

"Low adoption symptoms include reliance on old processes, workarounds, and avoidance of new functionalities, indicating incomplete system acceptance" (SAP Activate, User Adoption Monitoring).

### NEW QUESTION # 21

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

**Answer: B,C**

#### NEW QUESTION # 22

What are the benefits of different communication channels for the change communication in an SAP cloud project?

- A. Using already existing channels reduces costs and effort, and establishing new channels helps to draw attention to the communicated content.
- B. Using already existing channels allows to communicate generic information, and establishing new channels helps to convey messages to younger users.
- C. Using already existing channels helps to point out what remains stable, and establishing new channels contributes to preventing an information overload.
- D. Using already existing channels allows a fast internalization of conveyed messages, and establishing new channels reduces the alignment effort with the project lead.

**Answer: A**

Explanation:

Effective communication in SAP OCM leverages a mix of channels. Option A is correct because existing channels (e.g., company intranet) save resources, while new channels (e.g., project-specific newsletters) highlight critical updates, grabbing attention. Option B is incorrect-channel choice isn't age-specific, and "generic information" isn't a key benefit. Option C is flawed; existing channels don't inherently signal stability, and new channels don't prevent overload. Option D is incorrect-internalization speed and alignment effort aren't primary benefits tied to channel type. SAP OCM advocates balancing efficiency and impact, making A the best fit.

"Utilize existing channels to minimize effort and cost, and introduce new channels to emphasize key messages and enhance visibility" (SAP OCM Framework, Communication Dimension).

#### NEW QUESTION # 23

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

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

**Answer: A,D**

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 # 24

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