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SAP Certified Associate - Organizational Change Management Sample Questions (Q26-Q31):

NEW QUESTION # 26

What are the benefits of a change story for an SAP cloud project? Note: There are 2 correct answers to this question.

- A. Elaborating and aligning the change story with the key project stakeholders helps to create a shared understanding of the project.
- B. As the change story is updated on an ongoing basis, it provides important input for refining the change plan.
- C. The change story serves as the basis for all project-related communication assets, ensuring consistent messaging.
- D. Integrating key opponents into the development of the change story fosters an attitude change and reduces resistance.

Answer: A,C

Explanation:

The change story drives alignment and consistency. Option A is correct because it standardizes communication assets (e.g., presentations). Option B is correct as collaboration with stakeholders builds consensus. Option C is incorrect-opponents may resist inclusion, and it's not a primary benefit. Option D is incorrect; the change story informs, but updates don't directly refine the plan. Extract from SAP OCM Concepts: The change story ensures consistent messaging and shared understanding (SAP OCM Framework, Communication).

NEW QUESTION # 27

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

Answer: D,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 # 28

What are the special characteristics of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

- A. It contains activities that help to enhance system performance
- B. It is targeted at fostering fast and sustainable user adoption
- C. It is only suitable for large-scale, complex cloud deployments
- D. It is aligned with the SAP Activate implementation methodology

- E. It supports an agile way of working

Answer: B,D,E

Explanation:

SAP's OCM framework is designed to support cloud implementations effectively. Option A is correct because it supports agility- e.g., iterative planning and adjustments (like refining communication post-wave) mirror SAP Activate's flexible approach, adapting to project shifts. Option B is correct as it's tightly aligned with SAP Activate, mapping OCM activities (e.g., stakeholder analysis in Prepare) to its phases, ensuring seamless integration with technical delivery. Option E is correct because fostering fast, sustainable adoption- e.g., through enablement and adoption metrics in Run-is the framework's core goal, ensuring users embrace the system long-term, not just at go-live.

Option C is incorrect-it's versatile, not limited to large-scale projects; small or mid-size implementations also benefit from its principles. Option D is incorrect; enhancing system performance is a technical task (e.g., IT optimization), not OCM's focus, which is people-centric. SAP OCM's unique blend of agility, methodology alignment, and adoption focus sets it apart.

"SAP's OCM framework is agile, aligned with SAP Activate, and targets fast, sustainable user adoption to maximize cloud implementation success" (SAP OCM Framework, Key Characteristics).

NEW QUESTION # 29

Which approach is suitable for conducting a communication needs analysis?

- A. Conducting workshops in all impacted business units, because it gives the employees the feeling of being heard
- B. Setting up the analysis as a project activity, because it allows fast execution and fosters team spirit
- C. Approaching managers or dedicated experts, because it is efficient and avoids unrealistic expectations
- D. Interviewing selected business users to explore their individual communication needs, because aggregating this data reveals important insights

Answer: D

Explanation:

A communication needs analysis in SAP OCM identifies what information stakeholders require, when, and how. Option B is correct because interviewing selected business users (e.g., key users from different units) allows the change manager to explore individual needs-such as preferred channels (email vs. meetings) or content (updates vs. training)-and aggregate these into a comprehensive plan. For instance, a finance user might need detailed process updates, while a warehouse user wants quick system tips. This targeted, qualitative approach uncovers nuances that broad methods miss, ensuring tailored communication that drives adoption. Option A is incorrect-relying only on managers/experts is efficient but risks missing end-user perspectives, leading to top-down assumptions and unmet needs. Option C is vague; "project activity" isn't a method, and speed/team spirit aren't primary goals-accuracy is. Option D is impractical-workshops across all units are resource-intensive and may raise expectations without delivering actionable insights, diluting focus. SAP OCM favors user-centric, data-driven methods like interviews for communication planning. "Conduct a communication needs analysis by interviewing selected business users to gather and aggregate insights, ensuring messages meet specific stakeholder requirements" (SAP OCM Framework, Communication Needs Analysis).

NEW QUESTION # 30

What are typical change management practices to foster innovation adoption during the run phase of a cloud solution? Note: There are 3 correct answers to this question.

- A. Adapt the workplace environment of the impacted user groups
- B. Communicate the changes related to new releases to the impacted user groups
- C. Motivate the change agents to support the impacted user groups
- D. Assess the change impacts of new releases for the impacted user groups
- E. Provide learning and enablement offerings for the impacted user groups

Answer: B,D,E

Explanation:

In the SAP Activate Run phase, change management sustains adoption as cloud solutions (e.g., S/4HANA Cloud) evolve with regular releases. Option A is correct because assessing change impacts of new releases (e.g., new features' effects on processes) ensures proactive planning for user adaptation, a continuous task in cloud environments. Option D is correct as providing learning and enablement offerings (e.g., webinars, tutorials) equips users to adopt innovations, addressing skill gaps post-go-live. Option E is correct because communicating release changes (e.g., via newsletters) keeps users

informed, reducing resistance and encouraging uptake.

Option B is incorrect-motivating change agents is ongoing but not specific to innovation adoption; their role is broader. Option C is incorrect; adapting the workplace environment (e.g., physical setups) is rare in cloud contexts, which focus on system/process changes. SAP OCM emphasizes impact assessment, enablement, and communication for ongoing adoption.

"In the Run phase, foster innovation adoption by assessing release impacts, providing enablement offerings, and communicating changes to impacted users" (SAP Activate, Run Phase OCM Practices).

NEW QUESTION # 31

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