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## SAP Certified Associate - Organizational Change Management Sample Questions (Q57-Q62):

### NEW QUESTION # 57

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

- A. 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
- B. Personas that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy
- 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 # 58

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

**Answer: A,D,E**

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 # 59

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

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

**Answer: A,B,D**

#### **NEW QUESTION # 60**

How would you carry out a high-level change impact analysis?

- A. Analyze the differences between as-is and to-be processes
- B. Define and assess key change impact metrics
- C. Conduct interviews and workshops with key project stakeholders
- D. Set up a survey within the project team

**Answer: C**

Explanation:

A high-level change impact analysis (CIA) in SAP OCM gathers broad insights early on. Option C is correct because interviews and workshops with stakeholders (e.g., business leads) provide a comprehensive view of impacts across units. Option A is incorrect—surveys are too narrow and project-team focused. Option B is part of detailed CIA, not high-level. Option D is a follow-up, not the method itself. SAP emphasizes stakeholder engagement for high-level CIA.

"Conduct high-level change impact analysis through stakeholder interviews and workshops to assess broad impacts" (SAP Activate, OCM Workstream, Prepare Phase).

#### **NEW QUESTION # 61**

Which organizational change management activity is usually performed in which SAP Activate phase? Note:

There are 2 correct answers to this question.

- A. The change plan is usually developed in the Explore phase
- B. The user adoption analysis is usually conducted in the Run phase
- C. The change assessment is usually conducted in the Prepare phase
- D. The business readiness assessment is usually conducted in the Discover phase

**Answer: B,C**

Explanation:

SAP Activate phases align OCM activities with project stages. Option A is correct because user adoption analysis—measuring actual usage (e.g., system logins, feedback)—occurs in the Run phase post-go-live, assessing real outcomes vs. predictions. Option C is correct as the change assessment (evaluating readiness, culture, capabilities) happens in the Prepare phase to baseline the organization before detailed planning—e.g., interviewing leaders to gauge change appetite.

Option B is incorrect—the business readiness assessment (checking go-live preparedness) is in Deploy, not Discover, which focuses on solution exploration. Option D is incorrect; the change plan starts in Prepare (initial version), not Explore, where it's refined. SAP OCM ties activities to phase-specific goals.

"Change assessment occurs in Prepare to evaluate readiness, and user adoption analysis in Run to measure post-go-live success" (SAP Activate, OCM Phase Alignment).

#### **NEW QUESTION # 62**

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