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Apr 9



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SAP Certified Associate - Organizational Change Management Sample Questions (Q74-Q79):

NEW QUESTION # 74

What are typical causes for resistance in the cloud context? Note: There are 3 correct answers to this question.

- A. Fear of increasing costs for the maintenance of the IT infrastructure
- B. **Concern regarding data privacy and security of cloud solutions**
- C. **Belief that the new standard processes will not meet the business requirements**
- D. Doubt that the works council will agree to the new business processes
- E. **Impression of losing control and autonomy over your own data and systems**

Answer: B,C,E

Explanation:

Resistance in SAP cloud projects often stems from perceived risks. Option A is correct-data privacy/security concerns are common due to cloud hosting. Option B is correct; users resist if standard processes seem inadequate compared to legacy systems. Option C is correct as cloud solutions reduce local control, sparking resistance. Option D is incorrect-cloud typically lowers maintenance costs, not increases them. Option E is incorrect; works council doubts are situational, not a typical cause. SAP OCM identifies these as key resistance drivers to address.

"Resistance often arises from concerns over data security, process fit, and loss of control in cloud transitions" (SAP OCM Framework, Resistance Management).

NEW QUESTION # 75

What are risks of skipping the detailed change impact analysis in a cloud project? Note: There are 2 correct answers to this question.

- A. Decreasing motivation within the project team
- B. Lacking insights for updating the change story
- C. Missing information for planning the organizational transition
- D. Underestimating the change impacts of the cloud project

Answer: C,D

Explanation:

Skipping the detailed CIA (Explore/Realize phases) in SAP OCM has significant consequences. Option C is correct because underestimating impacts (e.g., process changes, user resistance) leads to inadequate preparation, risking adoption failure. Option D is correct as missing detailed insights (e.g., specific process or role changes) hampers transition planning, leaving gaps in training or communication.

Option A is incorrect-team motivation isn't directly tied to CIA; it's more about leadership and recognition.

Option B is incorrect; the change story relies on high-level insights, not detailed CIA, though it might be refined later. SAP OCM stresses detailed CIA for precise transition management.

"Omitting detailed CIA risks underestimating impacts and missing critical transition planning data, jeopardizing project success" (SAP Activate, OCM Workstream, CIA Importance).

NEW QUESTION # 76

Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Stakeholders or stakeholder groups targeted by the channel
- B. Frequency of use and owner of the channel
- C. Estimated costs per change communication activity via the channel
- D. Degree of standardization required for the channel
- E. Name and short description of the channel

Answer: A,B,E

Explanation:

A communication channel analysis in SAP OCM evaluates how channels support change communication.

Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.

Option A is incorrect- "degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis-budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.

"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework, Communication Planning).

NEW QUESTION # 77

What are typical roles for managing and executing enablement activities in an SAP project? Note: There are 3 correct answers to this question.

- A. Enablement lead for overseeing all enablement activities
- B. Enablement administrator for managing the enablement logistics
- C. Content developer and trainer for creating and delivering enablement activities
- D. Test manager for validating the enablement content
- E. Process owner for creating and delivering enablement content

Answer: A,B,C

Explanation:

Enablement in SAP projects involves specific roles to ensure effective training. Option A is correct because the enablement administrator handles logistics (e.g., scheduling tools). Option B is correct as content developers and trainers create and deliver materials. Option E is correct because the enablement lead oversees the strategy and execution. Option C is incorrect—process owners provide input but don't typically create or deliver content. Option D is incorrect; test managers validate systems, not enablement content.

Extract from SAP OCM Concepts: SAP Activate's enablement workstream defines roles like administrator, trainer, and lead for effective learning (SAP Enablement Framework).

NEW QUESTION # 78

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- A. Benefits and investments
- B. Non-targets
- C. Training and enablement offerings
- D. Key facts and figures
- E. Risks and issues

Answer: A,D,E

NEW QUESTION # 79

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