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## SAP Certified Associate - Organizational Change Management Sample Questions (Q47-Q52):

### NEW QUESTION # 47

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

**Answer: A,D**

#### 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 # 48

What are typical topics for a change assessment at the beginning of an SAP cloud implementation? Note:

There are 3 correct answers to this question.

- A. The scope for change management
- B. **The assessment of the key stakeholders' attitude towards the project**
- C. **The company's change management capabilities**
- D. The cloud project's vision and expected benefits
- E. **The change culture of the company**

**Answer: B,C,E**

#### Explanation:

A change assessment at the start of an SAP cloud project (typically in the Prepare phase) evaluates the organization's readiness for change. Option A is correct because understanding the company's change culture (e.g., openness to innovation) sets the tone for the approach. Option D is correct as it assesses the organization's existing change management capabilities (e.g., skills, tools), identifying gaps to address.

Option E is correct because gauging stakeholders' attitudes (e.g., support or resistance) is critical for planning engagement strategies. Option B is incorrect-defining the scope of change management is an outcome of the assessment, not a topic itself. Option C is also incorrect; the project vision and benefits are defined by project leadership, not assessed as part of the change assessment.

Extract from SAP OCM Concepts: The change assessment in SAP Activate's Prepare phase focuses on readiness factors like culture, capabilities, and stakeholder perspectives (SAP OCM Framework).

#### NEW QUESTION # 49

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. Motivate the change agents to support the impacted user groups
- B. **Communicate the changes related to new releases to the impacted user groups**
- C. Adapt the workplace environment of 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 # 50

Which communication tasks usually fall into the area of responsibility of change management during the go-live phase of a cloud implementation? Note: There are 2 correct answers to this question.

- A. Organize a Q&A session for key users
- B. Inform external suppliers about key process changes
- C. Send out information about ad-hoc support options
- D. Collect requirements for workflow adjustments

**Answer: A,C**

Explanation:

During the go-live phase (SAP Activate Deploy phase), change management focuses on supporting end-users to ensure adoption and smooth transition. Option C is correct because organizing Q&A sessions for key users addresses immediate concerns, fosters confidence, and aligns with OCM's role in facilitating two-way communication. Option D is correct as sending out ad-hoc support information (e.g., helpdesk contacts) ensures users know where to turn for help, a critical task to sustain adoption post-go-live. Option A is incorrect-informing external suppliers is typically a business or procurement responsibility, not OCM's focus. Option B is also incorrect; collecting workflow adjustment requirements is a technical or process owner task, not a communication duty of change management. In SAP OCM, communication tasks at go-live prioritize user enablement and support over external or technical adjustments.

"In the Deploy phase, change management executes communication activities such as user Q&A sessions and support announcements to reinforce adoption and address immediate post-go-live needs" (SAP Activate Methodology, Change Management Workstream, Deploy Phase).

## NEW QUESTION # 51

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

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

**Answer: C,D,E**

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 # 52

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