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## SAP Certified Associate - Organizational Change Management Sample Questions (Q78-Q83):

### NEW QUESTION # 78

What are possible options for setting up organizational change management in the project organization? Note: There are 3 correct answers to this question.

- A. As a cross-topic
- B. As a staff unit
- C. As a separate project
- D. As a subproject
- E. As part of the functional sub-projects

Answer: A,C,D

### NEW QUESTION # 79

Which follow-up activities derived from a detailed change impact analysis are usually taken over by change management?

- A. Develop personas for the communication of the change impact and create communication assets

- B. Define new roles and responsibilities and adapt organizational policies and procedures
- C. Identify resource constraints within impacted business units and develop mitigation activities
- D. Design the future operating model for impacted business units and plan the implementation

**Answer: A**

Explanation:

A detailed change impact analysis (CIA), conducted in the SAP Activate Explore or Realize phase, identifies specific changes across processes, technology, organization, and people, leading to follow-up activities.

Option C is correct because change management typically takes over developing personas (e.g., "Finance Clerk Sarah") to tailor communication about impacts (e.g., how new processes affect her day) and creating assets (e.g., newsletters, videos) to convey these messages effectively. This aligns with SAP OCM's focus on translating CIA findings into stakeholder engagement strategies. For instance, if the CIA shows a process change in accounts payable, change management might craft a persona-based FAQ to address user concerns, ensuring adoption through relatable messaging.

Option A is incorrect-defining roles/responsibilities and adapting policies (e.g., job descriptions, compliance rules) is typically an HR or organizational design task, often led by business leaders or project management, not change management, which focuses on people readiness, not structural redesign. Option B is incorrect; identifying resource constraints (e.g., staff shortages) and mitigation (e.g., hiring plans) falls under project management or business unit leadership, as it's operational rather than OCM-specific. Option D is incorrect- designing the future operating model (e.g., org charts, workflows) and planning its rollout is a strategic task for business architects or consultants, not change management, which supports rather than owns this process.

SAP OCM positions change management as the driver of communication and enablement post-CIA, not structural or resource adjustments.

"Change management takes on follow-up activities from a detailed CIA, such as developing personas and communication assets, to ensure stakeholders understand and adopt identified changes" (SAP Activate Methodology, OCM Workstream, Post-CIA Responsibilities).

#### NEW QUESTION # 80

What should a change manager make clear to avoid being held responsible for handling all people-related issues within the cloud project? Note: There are 3 correct answers to this question.

- A. Change management is a long-distance endeavor, requiring a continuous joint effort throughout the project
- B. Change management is a checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- C. Change management is a project management task, requiring the project lead to apply tools and templates provided by the change manager
- D. Change management is a core leadership task, requiring the active involvement and support of the business
- E. Change management is a team sport, requiring the commitment and engagement of the entire project team

**Answer: A,D,E**

Explanation:

The change manager in SAP OCM must set boundaries to avoid being the sole "people fixer." Option A is correct-describing OCM as a "long-distance endeavor" with joint effort clarifies it's an ongoing, collective process (e.g., spanning Prepare to Run), not a solo fix-it role. For instance, adoption issues in Run require sustained teamwork, not just the change manager's intervention. Option B is correct because calling it a "team sport" emphasizes that the project team-PM, IT, business-shares responsibility (e.g., PM schedules, IT supports, OCM guides), preventing the change manager from being overburdened. Option D is correct as framing OCM as a "core leadership task" highlights that business leaders must drive buy-in (e.g., a VP addressing resistance), not just delegate to the change manager.

Option C is incorrect-OCM isn't a project management task; it's a distinct discipline collaborating with PM, not subsumed under it.

Option E is incorrect; a "checkbox approach" misrepresents OCM's dynamic, adaptive nature-strict procedures don't fit SAP's agile methodology. SAP OCM stresses shared ownership to manage expectations.

"Clarify that change management is a continuous, team-based effort requiring leadership support, not a solitary or rigid task, to define its scope accurately" (SAP OCM Framework, Change Manager Role Clarification).

#### NEW QUESTION # 81

A repeated stakeholder analysis for the management team of an impacted business unit reveals that targeted communication activities for one opponent do not have the desired impact on the opponent's attitude. What would you recommend as a next activity?

- A. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- B. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.

- C. Provide specific enablement sessions to positively influence the opponent's attitude.
- D. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.

**Answer: B**

Explanation:

When communication fails to shift an opponent's attitude, escalation to a higher authority like the project sponsor is a strategic move in SAP OCM. Option C is correct because the sponsor's involvement leverages their influence to address resistance, aligning with SAP's emphasis on leadership support in stakeholder management. Option A is incorrect-financial incentives are not a standard OCM practice and may undermine genuine buy-in. Option B is impractical; steering committee meetings are for decision-making, not resolving individual resistance. Option D could help but is less effective than sponsor engagement, as enablement alone may not address deeper concerns.

Extract from SAP OCM Concepts: SAP Activate recommends leveraging senior leadership (e.g., sponsors) to manage resistant stakeholders (SAP OCM Framework, Stakeholder Management).

### NEW QUESTION # 82

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

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

**Answer: A,B,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 # 83

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