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## SAP Certified Associate - Organizational Change Management Sample Questions (Q59-Q64):

### NEW QUESTION # 59

The stakeholder analysis in a cloud project reveals that two important business leaders belong to the "opponents" category. What are your favorite strategies? Note: There are 2 correct answers to this question.

- A. Trying to reduce their influence on the project success
- B. Ignoring the opponents and focusing on the skeptics
- C. Working on changing their attitude towards the project
- D. Preventing opponents from forming an alliance against the project

**Answer: C,D**

Explanation:

Dealing with opponents (stakeholders actively against the project) in SAP OCM requires proactive engagement. Option B is correct because preventing opponents from forming an alliance limits their collective impact, a strategy that involves monitoring interactions and addressing concerns individually to avoid a united front. Option C is correct as working to change their attitude-through tailored communication, involvement, or addressing specific objections-can convert opponents into supporters or neutrals, leveraging their influence positively.

Option A is incorrect; reducing influence (e.g., sidelining them) risks escalating resistance and alienating key leaders, which could harm project success. Option D is incorrect-ignoring opponents is risky, as their high influence (noted as "important business leaders") could derail progress; skeptics are less critical than active opponents. SAP OCM advocates managing resistance constructively rather than avoiding it.

"Strategies for opponents include preventing alliances and changing attitudes through engagement, ensuring their influence supports rather than hinders the project" (SAP Activate, Stakeholder Management Guidelines).

### NEW QUESTION # 60

Which advice fosters a successful delivery of change communication activities? Note: There are 2 correct answers to this question.

- A. Don't overcommunicate.
- B. Focus on digital communication channels.
- C. Go for a good communication mix.
- D. Develop a compelling, comprehensive change story.

**Answer: C,D**

Explanation:

Effective change communication in SAP projects balances reach and clarity. Option A is correct because a mix of channels (e.g., emails, workshops, videos) ensures broad coverage and suits different preferences. Option D is correct as a compelling change story articulates the "why" and "what" of the project, fostering buy-in.

Option B is incorrect-while overcommunication can overwhelm, the advice to "not overcommunicate" lacks specificity and isn't a proactive strategy. Option C is also incorrect; over-reliance on digital channels may exclude non-digital users and isn't universally effective.

Extract from SAP OCM Concepts: SAP OCM emphasizes a varied communication approach and a strong narrative to drive engagement (SAP OCM Framework).

### NEW QUESTION # 61

What are success factors for the different dimensions of the change management framework? Note: There are 3 correct answers to this question.

- A. Regarding change strategy, it is important to fulfill the expectations towards change management.
- B. Regarding change leadership, it is important to establish stakeholder management as an ongoing activity.
- C. Regarding change realization, it is important to actively support the business units in the development of a new operating model.
- D. Regarding change effectiveness, it is important to use a balanced combination of change effectiveness measures.
- E. Regarding change communication, it is important to develop a compelling, comprehensive change story.

**Answer: B,C,D**

Explanation:

SAP's OCM framework includes dimensions like realization, leadership, and effectiveness. Option A is correct because change realization involves supporting business units to adopt new models post-implementation. Option C is correct as change leadership requires ongoing stakeholder management to sustain support. Option D is correct because effectiveness relies on diverse metrics (e.g., adoption rates, satisfaction) to assess impact. Option B is vague and not a specific success factor-meeting expectations is an outcome, not a driver. Option E, while important, is a communication tactic, not a framework-wide success factor.

Extract from SAP OCM Concepts: Success factors in SAP OCM include support for realization, continuous leadership, and robust effectiveness measures (SAP OCM Framework).

#### NEW QUESTION # 62

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 # 63

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

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 # 64

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