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SAP C_OCM_2503 Exam Question & Answers
SAP Certified Associate - Organizational Change Management Exam

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Question: 1

What is the added value of a change plan? Note: There are 2 correct answers to this question.

A. It allows you to coordinate and monitor the progress of all change management activities.
B. It facilitates the ranking of change management activities according to their importance.
C. It provides important input for updating the overall project plan.
D. It helps to identify required resources for the change management execution and to ensure their availability.

Answer: A, D

Explanation:

A change plan in SAP's Organizational Change Management framework is a structured tool that outlines the scope, activities, and timeline for managing the people side of a project, such as an SAP cloud implementation. Option A is correct because coordinating and monitoring progress is a core function of the change plan—it ensures that all change management activities (e.g., communication, training, stakeholder engagement) are executed in sync with the project timeline. Option D is also correct because identifying and securing resources (e.g., change agents, trainers, or tools) is critical for effective execution, and the change plan serves this purpose by mapping out resource needs. Option B is incorrect because ranking activities by importance is not a primary function of the change plan; prioritization may occur, but it's not the focus. Option C is also incorrect—while the change plan aligns with the project plan, its primary value is not to update the overall project plan but to support the change management effort specifically.
Extract from SAP OCM Concepts: The change plan aligns with SAP Activate's emphasis on structured preparation and execution, ensuring resources and activities are managed effectively (SAP Activate Methodology, Change Management Workstream).

Question: 2

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 provides an initial systematic overview of the amount and the nature of the upcoming changes.
C. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.
D. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.
E. It delivers input for communication activities, making the implications of the project more tangible.

Answer: A, B, D

Explanation:

A high-level change impact analysis (CIA) is conducted early in an SAP project (typically in the Prepare or Explore phase of SAP Activate) to assess the scope and scale of changes. Option A is correct because identifying risks (e.g., resistance or resource gaps) early allows integration into the project's risk management strategy. Option B is correct as it provides a broad overview of change impacts across business units, processes, and people, setting the stage for detailed analysis later. Option D is correct because it helps the change manager focus efforts on high-impact areas, such as training or communication for affected groups. Option C is incorrect—while it may indirectly highlight resistance, identifying opponents is a function of stakeholder analysis, not the CIA's primary purpose. Option E is also incorrect; communication inputs are derived from the CIA but are not its core added value—tangible implications are a byproduct, not the focus.
Extract from SAP OCM Concepts: The high-level CIA aligns with SAP Activate's Prepare phase, providing a foundation for risk mitigation and resource allocation (SAP Activate, OCM Framework).

Question: 3

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

Answer: A, D, 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).

Question: 4

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

Answer: A, C

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).

Question: 5

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

Answer: B, D, E

Explanation:

OCM can be integrated into an SAP project in various ways. Option B is correct because treating OCM as a cross-topic ensures it spans all project areas (e.g., communication, training), aligning with SAP Activate's holistic approach. Option D is correct as a subproject allows OCM to have its own plan and resources under the main project. Option E is correct because a staff unit (e.g., reporting to the project lead) provides dedicated support without separate project status. Option A is incorrect—OCM is rarely a standalone project, as it supports the main implementation. Option C is also incorrect; embedding OCM in functional sub-projects dilutes its focus across technical areas.
Extract from SAP OCM Concepts: SAP Activate supports OCM as a cross-functional, subproject, or staff function to ensure alignment with project goals (SAP OCM Framework).

Question: 6

In the SAP Activate Explore phase, the project team conducts fit-to-standard workshops to identify gaps between business requirements and the SAP best practice standard. Which change management challenge is typical for this phase?

A. Some project team members have never heard of organizational change management.
B. Some business users do not adopt the new cloud solution.
C. Some managers show resistance towards the cloud standard.
D. Some business departments do not feel well prepared for the go-live.

Answer: C

Explanation:

During the Explore phase, fit-to-standard workshops focus on aligning business processes with SAP's best practices, often revealing changes to current ways of working. Option C is correct because managers may resist the cloud standard if it reduces customization or control, a common challenge in this phase. Option A is incorrect—lack of OCM awareness is more typical in the Discover or Prepare phase. Option B is incorrect; user adoption issues emerge post-go-live (Run phase), not in Explore. Option D is also incorrect; go-live readiness concerns arise in the Deploy phase, not Explore.
Extract from SAP OCM Concepts: Resistance to standardization is a key challenge in the Explore phase, requiring targeted stakeholder engagement (SAP Activate, OCM Workstream).

Question: 7

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

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

Answer: A, 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).

Question: 8

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 realization, it is important to actively support the business units in the development of a new operating model.
B. Regarding change strategy, it is important to fulfill the expectations towards change management.
C. Regarding change leadership, it is important to establish stakeholder management as an ongoing activity.
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: A, 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).

Question: 9

What is the difference between the high-level and the detailed change impact analysis?

A. The high-level change impact analysis is facilitated by the change manager, whereas the detailed change impact analysis is facilitated by the project lead.
B. The high-level change impact analysis is conducted on a business unit level, whereas the detailed change impact analysis is conducted on a business process level.
C. The high-level change impact analysis focuses on the as-is processes, whereas the detailed change impact analysis focuses on the to-be processes.
D. The high-level change impact analysis is scheduled in the SAP Activate Realize phase, whereas the detailed change impact analysis is scheduled in the SAP Activate Explore phase.

Answer: B

Explanation:

The high-level CIA provides a broad overview, while the detailed CIA dives deeper. Option B is correct because the high-level analysis assesses impacts at a business unit level (e.g., departments affected), while the detailed analysis drills down to specific processes (e.g., order-to-cash changes). Option A is incorrect—both are typically facilitated by the change manager. Option C is incorrect; both analyses consider as-is and to-be states, but the high-level is less granular. Option D is incorrect—high-level CIA occurs in Prepare/Explore, detailed in Explore/Realize, not as specified.

Extract from SAP OCM Concepts: High-level CIA is broad and unit-focused, while detailed CIA is process-specific (SAP Activate, OCM Workstream).

Question: 10

What are the key target groups of the learning needs analysis of an SAP project?

A. Managers and employees
B. IT team and software providers
C. Business users and suppliers
D. Project team and business users

Answer: D

Explanation:

The learning needs analysis (LNA) in an SAP project identifies training requirements for those directly involved or impacted. Option D is correct because the project team (e.g., implementers) and business users (e.g., end-users) are the primary groups needing enablement to execute and adopt the solution. Option A is too broad—managers and employees include non-users. Option B is incorrect; software providers are external and not typically trained. Option C is incorrect—suppliers are not primary targets for internal system training.
Extract from SAP OCM Concepts: The LNA targets project team and business users to ensure effective enablement (SAP Activate, Enablement Workstream).

Question: 11

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. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.
C. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.
D. Provide specific enablement sessions to positively influence the opponent's attitude.

Answer: C

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).

Question: 12

What should you do as a change manager to ensure a good start to change management in an SAP cloud project? Note: There are 3 correct answers to this question.

A. Collect as many ideas for change management as possible.

B. Conduct a thorough as-is analysis.
C. Develop a detailed plan for change management.
D. Manage expectations towards change management.
E. Identify and assign resources and define responsibilities.

Answer: B, D, E

Explanation:

A strong start in SAP OCM (typically in the Prepare phase) requires readiness assessment and alignment. Option B is correct because an as-is analysis (e.g., change culture, capabilities) establishes a baseline. Option D is correct as managing expectations ensures stakeholders understand OCM's scope and limits, preventing misalignment. Option E is correct because identifying resources and roles (e.g., change agents) ensures execution capacity. Option A is incorrect—collecting ideas is unstructured and not a priority early on. Option C is incorrect; a detailed plan evolves later (Explore phase), not at the start.
Extract from SAP OCM Concepts: SAP Activate's Prepare phase emphasizes readiness analysis, expectation management, and resource assignment (SAP OCM Framework).

Question: 13

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

Answer: A, B, 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).

Question: 14

Why is it important to assess the communication needs of different stakeholder groups? Note: There are 2 correct answers to this question.

A. Because it is a valuable source of information for stakeholder identification.
B. Because it provides first insights into the change impacts.
C. Because it helps to avoid information deficits and overload.
D. Because it helps to tailor-fit the information to be provided.

Answer: C, D

Explanation:

Assessing communication needs ensures effective messaging in SAP OCM. Option C is correct because it prevents under- or over-communication, maintaining engagement without overwhelming stakeholders. Option D is correct as tailoring information (e.g., by role or impact) increases relevance and adoption. Option A is incorrect—stakeholder identification precedes communication planning, not vice versa. Option B is also incorrect; change impacts are assessed separately, not primarily through communication needs.

Extract from SAP OCM Concepts: SAP OCM stresses tailored communication to avoid deficits or overload (SAP OCM Framework, Communication Dimension).

Question: 15

Why is it important to continuously manage user adoption after the go-live of a new cloud solution? Note: There are 2 correct answers to this question.

A. Because users frequently change their attitude towards the cloud solution which requires continuous management attention.
B. Because the user's interaction with the cloud solution drives the sizing of the IT infrastructure and the calculation of subscription fees.
C. Because users need to accept and consume new functions and features provided with each release cycle.
D. Because the insights help to identify hurdles or issues hindering sustained user adoption.

Answer: C, D

Explanation:

Post-go-live adoption management is critical in SAP cloud projects due to ongoing updates. Option C is correct because cloud solutions (e.g., S/4HANA Cloud) release new features regularly, requiring users to adapt continually. Option D is correct as monitoring adoption identifies barriers (e.g., resistance, skill gaps) for resolution. Option A is incorrect—attitude shifts may occur but aren't the primary focus. Option B is incorrect; infrastructure sizing is a technical concern, not an adoption driver.
Extract from SAP OCM Concepts: SAP Activate's Run phase emphasizes sustaining adoption through

feature updates and issue resolution (SAP OCM Framework).

Question: 16

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. Key facts and figures
D. Risks and issues
E. Training and enablement offerings

Answer: A, C, E

Explanation:

A change story in SAP OCM communicates the project's purpose and impact. Option A is correct because benefits (e.g., efficiency gains) and investments (e.g., costs) justify the change. Option C is correct as facts and figures (e.g., timeline, scope) provide clarity. Option E is correct because training and enablement are key to adoption, often highlighted in the story. Option B is incorrect—"non-targets" (what's not changing) may be mentioned but isn't typical. Option D is incorrect; risks and issues are managed separately, not in the change story.
Extract from SAP OCM Concepts: The change story includes benefits, facts, and enablement to drive buy-in (SAP OCM Framework, Communication).

Question: 17

What is the key benefit of capturing lessons learned towards the end of a cloud implementation?

A. It facilitates the hand-over process of important project activities to the IT organization of the company.
B. It helps to identify ad-hoc activities to foster high and sustainable user adoption after the go-live.
C. It supports the project leadership team to identify the project team members who deserve special appreciation for their good work.
D. It contributes to the organization's capabilities to successfully handle future business transformations.

Answer: D

Explanation:

Capturing lessons learned in SAP projects (typically in the Run phase) enhances future success.
Option D is correct because it builds organizational knowledge for subsequent transformations.
Option A is incorrect—hand-over is a separate process, not the key benefit. Option B is incorrect;

adoption activities are planned earlier, not ad-hoc from lessons learned. Option C is incorrect; recognition is a byproduct, not the primary goal.
Extract from SAP OCM Concepts: Lessons learned in SAP Activate improve future change capabilities (SAP OCM Framework).

Question: 18

How would you describe the different dimensions of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

A. Change strategy covers activities to set up change management properly.
B. Change realization includes activities to realize the business benefits associated with the cloud implementation.
C. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.
D. Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.
E. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.

Answer: A, B, D

Explanation:

SAP's OCM framework has key dimensions. Option A is correct—change strategy sets the foundation (e.g., planning, scoping). Option B is correct as realization focuses on delivering benefits (e.g., adoption). Option D is correct because leadership equips managers to manage change and resistance. Option C is incomplete—effectiveness evaluates impact but isn't fully defined here. Option E is a tactic, not a dimension; communication supports other dimensions.
Extract from SAP OCM Concepts: SAP OCM includes strategy, realization, and leadership as core dimensions (SAP OCM Framework).

Question: 19

Which advice fosters a successful delivery of change effectiveness activities?

A. Communicate change effectiveness data openly into the organization.
B. Define a suitable mix of user adoption metrics.
C. Only collect "lessons learned" if you expect significant insights.
D. Measure the Return on Investment of change management.

Answer: B

Explanation:

Change effectiveness in SAP OCM assesses impact through metrics. Option B is correct because a mix of metrics (e.g., adoption rates, satisfaction) ensures comprehensive evaluation. Option A is incorrect—open communication may help but isn't specific to effectiveness delivery. Option C is incorrect; lessons learned should be routine, not conditional. Option D is impractical—ROI for OCM is hard to quantify precisely.

Extract from SAP OCM Concepts: SAP Activate recommends diverse metrics for effectiveness (SAP OCM Framework, Effectiveness).

Question: 20

What are the benefits of a change story for an SAP cloud project? Note: There are 2 correct answers to this question.

A. The change story serves as the basis for all project-related communication assets, ensuring consistent messaging.
B. Elaborating and aligning the change story with the key project stakeholders helps to create a shared understanding of the project.
C. Integrating key opponents into the development of the change story fosters an attitude change and reduces resistance.
D. As the change story is updated on an ongoing basis, it provides important input for refining the change plan.

Answer: A, B

Explanation:

The change story drives alignment and consistency. Option A is correct because it standardizes communication assets (e.g., presentations). Option B is correct as collaboration with stakeholders builds consensus. Option C is incorrect—opponents may resist inclusion, and it's not a primary benefit. Option D is incorrect; the change story informs, but updates don't directly refine the plan. Extract from SAP OCM Concepts: The change story ensures consistent messaging and shared understanding (SAP OCM Framework, Communication).

Question: 21

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

Answer: C, D

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).

Question: 22

Why is the implementation of an SAP cloud solution a holistic business transformation?

A. It impacts the collaboration with suppliers and customers.
B. It impacts both employees and managers.
C. It leads to changes in the technology, process, organization, and people dimensions.
D. It leads to significant changes of the existing IT landscape.

Answer: C

Explanation:

An SAP cloud implementation is holistic because it affects multiple facets of the organization, not just isolated areas. Option C is correct as it encapsulates the four key dimensions of transformation: technology (new cloud systems), process (best-practice adoption), organization (structural adjustments), and people (behavioral change). This aligns with SAP's view that cloud projects drive end-to-end change. Option A is too narrow—supplier/customer collaboration is just one potential impact. Option B is also limited; impacting employees and managers is part of the "people" dimension but doesn't cover the full scope. Option D focuses only on IT, ignoring process, organization, and people changes. SAP OCM emphasizes a comprehensive approach to transformation, making C the definitive answer.

"SAP cloud implementations are holistic transformations, impacting technology, processes, organizational structures, and people, requiring a coordinated change management approach across all dimensions" (SAP Organizational Change Management Framework, Overview).

Question: 23

An SAP cloud project is supported by an external change management advisor and an internal change manager in a delivery role. How would you assign the responsibilities? Note: There are 3

correct answers to this question.

A. The internal change manager ensures that an ongoing change management know-how transfer is established.
B. The external change manager develops the overall plans and concepts for change management in the project.
C. The internal change manager executes change management tasks, such as change communication activities.
D. The external change manager takes over the holistic responsibility for the change management support of the project.
E. The external change manager provides the change management approach and delivers "best practice" tools and templates.

Answer: A, C, E

Explanation:

In SAP projects, external advisors bring expertise, while internal managers operationalize it. Option A is correct because the internal change manager, embedded in the organization, ensures knowledge transfer for sustainability. Option C is correct as the internal manager executes tasks (e.g., communication) due to their proximity to stakeholders. Option E is correct because the external advisor provides strategic approaches and tools (e.g., templates from SAP Activate), leveraging their expertise. Option B is incorrect—developing plans is collaborative, not solely external. Option D is incorrect; holistic responsibility is shared, not fully outsourced. This division balances external best practices with internal execution.
"External advisors provide best-practice approaches and tools, while internal change managers execute activities and ensure knowledge transfer for long-term capability" (SAP Activate Methodology, Change Management Roles and Responsibilities).

Question: 24

What are the benefits of different communication channels for the change communication in an SAP cloud project?

A. Using already existing channels reduces costs and effort, and establishing new channels helps to draw attention to the communicated content.
B. Using already existing channels allows to communicate generic information, and establishing new channels helps to convey messages to younger users.
C. Using already existing channels helps to point out what remains stable, and establishing new channels contributes to preventing an information overload.
D. Using already existing channels allows a fast internalization of conveyed messages, and establishing new channels reduces the alignment effort with the project lead.

Answer: A

Explanation:

Effective communication in SAP OCM leverages a mix of channels. Option A is correct because existing channels (e.g., company intranet) save resources, while new channels (e.g., project-specific newsletters) highlight critical updates, grabbing attention. Option B is incorrect—channel choice isn't age-specific, and "generic information" isn't a key benefit. Option C is flawed; existing channels don't inherently signal stability, and new channels don't prevent overload. Option D is incorrect— internalization speed and alignment effort aren't primary benefits tied to channel type. SAP OCM advocates balancing efficiency and impact, making A the best fit.

"Utilize existing channels to minimize effort and cost, and introduce new channels to emphasize key messages and enhance visibility" (SAP OCM Framework, Communication Dimension).

Question: 25

What are typical agenda topics for a change network kick-off meeting? Note: There are 2 correct answers to this question.

A. Input of the subproject managers on challenges and hurdles in their respective area of responsibility
B. Input of the project manager on experiences with change networks in previous projects
C. Input of the change manager on the change network approach and the change agent role
D. Input of the project sponsor on the importance of the project for the company

Answer: C, D

Explanation:

A change network kick-off meeting in SAP OCM launches the change agent network. Option C is correct because the change manager outlines the approach and agent roles, setting expectations. Option D is correct as the sponsor's input underscores the project's strategic value, motivating agents. Option A is incorrect—subproject managers focus on technical areas, not the change network. Option B is also incorrect; past experiences may inform planning but aren't a typical agenda item for agents. The focus is on role clarity and project significance.

"The change network kick-off includes the change manager defining roles and the sponsor reinforcing project importance to align and motivate agents" (SAP Activate, Change Network Setup).

Question: 26

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. Impression of losing control and autonomy over your own data and systems
D. Fear of increasing costs for the maintenance of the IT infrastructure
E. Doubt that the works council will agree to the new business processes

Answer: A, B, C

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).

Question: 27

Why is it beneficial to collect both quantitative and qualitative data in a change assessment?

A. Quantitative data makes it easy to contrast different business units, and qualitative data makes it easy to ensure anonymity.
B. Quantitative data is easy to interpret, and qualitative data is easy to aggregate.
C. Quantitative data provides explanations for the ratings, and qualitative data provides contextual information.
D. Quantitative data allows for compelling visualization, and qualitative data allows you to gain unexpected insights.

Answer: D

Explanation:

In SAP OCM, a change assessment benefits from both data types. Option D is correct because quantitative data (e.g., survey scores) can be visualized (charts, graphs) for impact, while qualitative data (e.g., interviews) reveals nuanced insights (e.g., resistance reasons). Option A is incorrect—anonymity isn't a primary qualitative benefit. Option B is flawed; qualitative data is harder to aggregate. Option C reverses roles—qualitative explains, quantitative rates. SAP OCM uses this dual approach for a fuller picture.
"Quantitative data supports visualization, while qualitative data uncovers deeper insights in change assessments" (SAP Activate, Change Assessment Guidelines).

Question: 28

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

A. Set up a survey within the project team
B. Analyze the differences between as-is and to-be processes

C. Conduct interviews and workshops with key project stakeholders
D. Define and assess key change impact metrics

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).

Question: 29

How is the cooperation between project management and change management during a cloud implementation organized?

A. Project management focuses on the project tasks, change management on the cooperation within the project team.
B. Project management focuses on the organizational level, change management on the individual and group level.
C. Project management focuses on the objectives of the project, change management on the vision of the project.
D. Project management focuses on the hard factors, change management on the soft factors.

Answer: D

Explanation:

In SAP Activate, project management (PM) and change management (CM) have distinct roles. Option D is correct—PM handles "hard factors" (e.g., timelines, budgets), while CM addresses "soft factors" (e.g., people, adoption). Option A is incorrect—CM doesn't manage team cooperation. Option B is misleading; both levels overlap. Option C is incorrect—PM and CM share objectives and vision. This division ensures technical and human aspects are covered.
"Project management drives hard factors like schedule and scope, while change management focuses on soft factors like adoption and resistance" (SAP Activate, PM and CM Collaboration).

Question: 30

How do you define the term Organizational Change Management?

A. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and

organizations from a traditional to an agile organizational setup with intended business benefits.
B. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a traditional to an agile organizational set-up with focus on the added value for the impacted users.
C. It is a comprehensive, cyclic, and structured approach for transitioning individuals, groups, and organizations from a current to a future state with intended business benefits.
D. It is a selective, singular, and intuitive approach for transitioning individuals, groups, and organizations from a current to a future state with focus on the added value for the impacted users.

Answer: C

Explanation:

SAP defines OCM broadly and systematically. Option C is correct because it describes OCM as comprehensive (holistic), cyclic (iterative), and structured (methodical), transitioning from current to future states with business benefits—aligning with SAP Activate's goals. Option A is incorrect—"selective" and "intuitive" contradict OCM's structured nature. Option B narrows it to "agile setup," which isn't SAP-specific. Option D is incorrect due to "selective" and "singular," missing the cyclic aspect. C reflects SAP's OCM essence.
"Organizational Change Management is a comprehensive, cyclic, and structured approach to transition individuals, groups, and organizations from a current to a future state, delivering intended business benefits" (SAP OCM Framework, Definition).

Question: 31

In the SAP Activate Prepare phase, the cloud project is set up and officially launched. Which change management activities are usually started in this phase? Note: There are 3 correct answers to this question.

A. Develop an initial change plan for the cloud project
B. Identify the key stakeholders and conduct a stakeholder analysis
C. Conduct a detailed change impact analysis
D. Develop and align the change network strategy
E. Facilitate the role mapping process

Answer: A, B, D

Explanation:

The SAP Activate Prepare phase is the foundational stage where the project is initiated, and change management begins laying the groundwork for success. Option A is correct because developing an initial change plan establishes the roadmap for OCM activities, outlining scope, timelines, and key interventions aligned with the project plan. This plan is high-level at this stage, focusing on setting direction rather than granular details, which come later. Option B is correct as identifying key stakeholders and conducting a stakeholder analysis is a critical early step to understand who will be impacted, their influence, and their attitudes (e.g., supporters or opponents). This analysis informs subsequent engagement strategies. Option D is correct because developing and aligning the change

network strategy involves planning how change agents will support the project, ensuring early buy-in from influential individuals across the organization.

Option C is incorrect because a detailed change impact analysis (CIA) typically occurs in the Explore phase, where process gaps are identified during fit-to-standard workshops. In Prepare, only a high-level CIA might begin, but the question specifies "detailed," which doesn't align here. Option E is incorrect as role mapping (assigning SAP roles to users) is a technical and enablement activity that happens later, often in the Realize phase, not Prepare. The Prepare phase focuses on readiness and planning, not execution-level tasks like role mapping. In SAP OCM, these activities ensure a proactive start, aligning people-related efforts with the project's kickoff.

"In the Prepare phase, change management initiates activities such as developing an initial change plan, conducting stakeholder analysis, and defining the change network strategy to establish a solid foundation for the project" (SAP Activate Methodology, Change Management Workstream, Prepare Phase).

Question: 32

What are typical tasks a change manager performs after the conduction of a change impact analysis workshop? Note: There are 3 correct answers to this question.

A. Drive and facilitate the development of follow-up activities
B. Plan and conduct validation sessions with the impacted stakeholder groups
C. Visualize quantitative ratings and aggregate qualitative insights
D. Create and align the result report
E. Review and refine the KPIs to measure user adoption after go-live

Answer: A, B, D

Explanation:

After a change impact analysis (CIA) workshop, the change manager transitions from data collection to action planning and communication. Option A is correct because driving and facilitating follow-up activities (e.g., communication plans, training sessions) ensures the CIA findings translate into actionable steps to address impacts. This involves collaborating with stakeholders to prioritize and design interventions. Option B is correct as planning and conducting validation sessions with impacted groups confirms the accuracy of findings and secures buy-in, a key step to refine the analysis and build trust. Option D is correct because creating and aligning the result report consolidates workshop outcomes (e.g., impact severity, affected areas) into a formal document shared with project leadership and stakeholders for alignment and decision-making.

Option C is incorrect—while visualizing data and aggregating insights might occur, it's typically part of the workshop preparation or facilitation, not a post-workshop task, which focuses on action rather than analysis. Option E is incorrect; reviewing and refining KPIs for user adoption is a broader, ongoing task tied to the Run phase, not an immediate post-CIA activity. The change manager's role here is to operationalize the CIA, ensuring its insights drive the next steps in the change process. This reflects SAP OCM's emphasis on translating analysis into practical outcomes.

"Post-CIA tasks include facilitating follow-up activities, validating findings with stakeholders, and creating a result report to ensure impacts are addressed effectively" (SAP Activate, OCM Workstream, Change Impact Analysis Process).

Question: 33

What are possible people-related challenges that change management has to address during an SAP cloud implementation? Note: There are 2 correct answers to this question.

A. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.
B. Users experience stress and frustration because they must unlearn previous habits.
C. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.
D. Users feel underchallenged and bored by additional repetitive tasks they have to take over.

Answer: A, B

Explanation:

SAP cloud implementations introduce significant people-related challenges that change management must mitigate. Option A is correct because the "not-invented-here" syndrome—where users reject external standards (e.g., SAP best practices) in favor of legacy processes—leads to resistance and lack of buy-in, a common barrier in cloud projects due to reduced customization. Option B is correct as users often face stress and frustration when unlearning old habits to adopt new workflows, especially with cloud solutions' standardized processes, which differ from familiar systems. This emotional response requires targeted enablement and support.
Option C is incorrect—users don't typically adapt the cloud solution technically (that's an IT role); their resistance is more about adoption, not technical customization skills. Option D is incorrect; cloud implementations aim to streamline tasks, not add repetitive ones, so boredom isn't a typical challenge—resistance stems from change, not monotony. SAP OCM focuses on overcoming attitudinal and behavioral hurdles to ensure adoption.
"People challenges include resistance from a 'not-invented-here' attitude and stress from unlearning old habits, requiring change management to foster acceptance and adaptation" (SAP OCM Framework, People-Related Challenges).

Question: 34

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. Preventing opponents from forming an alliance against the project
C. Working on changing their attitude towards the project
D. Ignoring the opponents and focusing on the skeptics

Answer: B, C

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).

Question: 35

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

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

Answer: C, D, 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).

Question: 36

Which communication activities are suitable to celebrate the success of a cloud implementation project? Note: There are 3 correct answers to this question.

A. Appreciation e-mail from the project lead to the change agents with their managers in cc
B. "Thank you" e-mail from the project sponsor to the project team members
C. All-employee meeting allowing the project team members to talk about their individual contributions to the project
D. E-mail from the change manager to all impacted users describing the project achievements
E. Video with testimonials from different users posted in the corporate intranet

Answer: A, B, E

Explanation:

Celebrating success in SAP OCM (Run phase) reinforces morale and adoption. Option A is correct because an appreciation e-mail from the project lead to change agents, with managers copied, recognizes their efforts and boosts visibility. Option B is correct as a "thank you" e-mail from the sponsor to the project team acknowledges their role, leveraging the sponsor's authority. Option E is correct because a video with user testimonials on the intranet shares success stories broadly, inspiring others.
Option C is incorrect—an all-employee meeting with team members discussing contributions risks being too detailed and less engaging for a broad audience; celebrations should be concise. Option D is incorrect; an e-mail from the change manager to users focuses on informing, not celebrating, and lacks the personal touch of leadership recognition. SAP OCM emphasizes impactful, leadership-driven celebrations.
"Celebrate success with leadership emails to agents and teams, and user testimonial videos, to reinforce achievement and engagement" (SAP Activate, Post-Go-Live Communication).

Question: 37

Which skills and expertise should a change manager bring along to professionally support cloud projects? Note: There are 3 correct answers to this question.

A. Excellent soft skills, such as being a good communicator, team player, and networker
B. Broad technical expertise regarding the implemented cloud solution
C. In-depth know-how of the best practice processes implemented with the cloud solution
D. Comprehensive knowledge of the relevant change management concepts and tools
E. Relevant methodological skills, such as facilitation, mediation, or problem-solving skills

Answer: A, D, E

Explanation:

A change manager in SAP cloud projects needs people and process expertise. Option A is correct because soft skills (communication, teamwork, networking) are essential for engaging stakeholders and building trust. Option D is correct as comprehensive knowledge of OCM concepts (e.g., SAP Activate tools) ensures professional execution. Option E is correct because methodological skills (facilitation, mediation, problem-solving) enable effective workshops, conflict resolution, and planning.

Option B is incorrect—technical expertise is for IT roles; change managers focus on people, not system details. Option C is incorrect; process know-how is valuable but belongs to process owners or consultants, not the change manager's core skill set. SAP OCM prioritizes interpersonal and methodological competencies.

"Change managers require soft skills (communication, networking), OCM knowledge, and methodological skills (facilitation, problem-solving) to lead cloud projects effectively" (SAP Activate, Change Manager Competencies).

Question: 38

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. Underestimating the change impacts of the cloud project
D. Missing information for planning the organizational transition

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).

Question: 39

In SAP Activate Run phase the new system is monitored, maintained, and optimized to ensure it runs smoothly and efficiently. Which change management activity can only be realized in the Run phase of the cloud implementation?

A. Mapping of SAP roles to employees
B. Development of the user adoption strategy
C. Measurement of actual user adoption metrics
D. Conduction of a pulse check

Answer: C

Explanation:

The Run phase in SAP Activate focuses on post-go-live operations and adoption. Option C is correct because measuring actual user adoption metrics (e.g., system usage, satisfaction) can only occur after go-live, when users interact with the live system. This distinguishes it from planning or predictive activities. Option A is incorrect—role mapping occurs in Realize, before go-live. Option B is incorrect; the adoption strategy is developed earlier (Prepare/Explore). Option D is incorrect—a pulse check (quick survey) can happen in any phase, not just Run. SAP OCM ties actual metrics to live system use.
"In the Run phase, change management measures actual user adoption metrics to assess post-go-live success, an activity unique to this stage" (SAP Activate, Run Phase OCM Activities).

Question: 40

The results of a business readiness test reveal relatively low ratings across all survey topics for one business unit compared to other units. What is the recommended next step for the change manager to mitigate the risk of low readiness for this unit?

A. Set up a call with the assigned change agents to discuss the results and develop mitigation activities to enhance the business readiness.
B. Organize a workshop with project management, local management, and assigned change agents to discuss results and better understand the specific needs.
C. Schedule a short workshop with project management to develop mitigation activities to improve the business readiness for this unit.
D. Arrange a meeting with the project sponsor, local management, and selected users to discuss the results and develop mitigation activities.

Answer: B

Explanation:

Low readiness in a business unit (assessed pre-go-live, likely in Deploy) requires targeted intervention. Option B is correct because a workshop with project management (for alignment), local management (for context), and change agents (for execution) enables a deep dive into root causes and collaborative mitigation planning (e.g., extra training). This multi-stakeholder approach ensures comprehensive understanding and action. Option A is too narrow—change agents alone lack the authority or full perspective. Option C excludes local input, limiting effectiveness. Option D involves the sponsor, which is overkill for an operational issue, and users may not strategize solutions. SAP OCM favors inclusive, practical responses.

"Address low readiness through workshops with project management, local leaders, and change agents to analyze results and plan targeted mitigation" (SAP Activate, Business Readiness Assessment Follow-Up).

Question: 41

How would you prepare to conduct a detailed change impact analysis workshop? Note: There are 2 correct answers to this question.

A. Invite the appropriate workshop participants, for example process owners, subject matter experts, and key users
B. Create a template with the relevant business processes broken down to a suitable level for the discussion
C. Schedule individual upfront meetings with all workshop participants to collect initial insights
D. Select one relevant impact dimension to be analyzed, for example process, technology, organization, or people

Answer: A, B

Explanation:

Preparing for a detailed change impact analysis (CIA) workshop, typically conducted in the SAP Activate Explore or Realize phase, requires careful planning to ensure actionable outcomes. Option A is correct because inviting the right participants—process owners (who understand current workflows), subject matter experts (SMEs, who provide technical/process depth), and key users (who represent end-user perspectives)—ensures a comprehensive assessment of impacts across affected areas. Their diverse insights are critical for identifying specific changes at a granular level, such as how a process shift affects daily tasks or system usage. Without these stakeholders, the workshop risks missing critical details or buy-in, undermining its effectiveness.
Option B is correct because creating a template with relevant business processes broken down to a suitable level (e.g., subprocesses like "order entry" within "order-to-cash") provides a structured framework for discussion. This template might include columns for as-is vs. to-be states, impact severity, and affected roles, enabling participants to systematically evaluate changes. It ensures focus and consistency, preventing the workshop from becoming a free-for-all discussion, and aligns with SAP's methodical approach to CIA.
Option C is incorrect because scheduling individual upfront meetings with all participants is impractical and time-consuming for a detailed CIA, which builds on prior high-level analysis. While some pre-workshop input might be gathered, the workshop itself is the collaborative forum for insights, not pre-meetings. Option D is incorrect because limiting the analysis to one dimension (e.g., only "process") contradicts the holistic nature of a detailed CIA, which assesses multiple dimensions (process, technology, organization, people) to capture the full scope of change. SAP OCM emphasizes stakeholder inclusion and structured tools for detailed CIA preparation.
"Preparation for a detailed change impact analysis workshop involves inviting key stakeholders such as process owners, SMEs, and key users, and providing a structured template of business processes to guide the assessment of impacts across all dimensions" (SAP Activate Methodology, OCM Workstream, Detailed CIA Preparation).

Question: 42

Why is it important to map the new SAP roles and responsibilities to the business users impacted by a cloud implementation?

A. It is the foundation for developing personas and defining stakeholder-specific communication activities.
B. It allows the change manager to collect important information for developing the new operating model.
C. It ensures that users are granted access only to the data, transactions, and system functionalities essential for their job roles.
D. It contributes to reducing costs for both training activities and the IT infrastructure to be provided.

Answer: C

Explanation:

Mapping SAP roles and responsibilities to business users, typically done in the Realize phase, is a critical technical and security step in SAP cloud implementations. Option C is correct because it ensures users receive role-based access (e.g., via SAP's authorization profiles) limited to what their job requires—such as a sales rep accessing only sales transactions, not financial reporting. This prevents unauthorized access, enhances security, and aligns with SAP's best practices for system governance, reducing risks like data breaches or operational errors. For example, in S/4HANA Cloud, roles like "SAP_BR_SALES_REP" are mapped to specific users to control functionality access, a process tied to security and compliance.
Option A is incorrect because role mapping is a technical task for system access, not a foundation for personas (fictional stakeholder profiles) or communication, which rely on broader stakeholder analysis. Option B is incorrect—developing the operating model (organizational structure/processes) is a higher-level task informed by process design, not user role mapping, which is more granular. Option D is incorrect; while role mapping might indirectly optimize training scope or infrastructure use, cost reduction isn't its primary purpose—security and efficiency are. SAP OCM integrates this mapping with enablement but prioritizes its role in access control.
"Mapping SAP roles to business users ensures access is restricted to essential data and transactions, aligning with security standards and supporting efficient system use" (SAP Activate, Enablement and Security Integration).

Question: 43

Which approach is suitable for conducting a communication needs analysis?

A. Approaching managers or dedicated experts, because it is efficient and avoids unrealistic expectations
B. Interviewing selected business users to explore their individual communication needs, because aggregating this data reveals important insights
C. Setting up the analysis as a project activity, because it allows fast execution and fosters team spirit
D. Conducting workshops in all impacted business units, because it gives the employees the feeling

of being heard

Answer: B

Explanation:

A communication needs analysis in SAP OCM identifies what information stakeholders require, when, and how. Option B is correct because interviewing selected business users (e.g., key users from different units) allows the change manager to explore individual needs—such as preferred channels (email vs. meetings) or content (updates vs. training)—and aggregate these into a comprehensive plan. For instance, a finance user might need detailed process updates, while a warehouse user wants quick system tips. This targeted, qualitative approach uncovers nuances that broad methods miss, ensuring tailored communication that drives adoption.
Option A is incorrect—relying only on managers/experts is efficient but risks missing end-user perspectives, leading to top-down assumptions and unmet needs. Option C is vague; "project activity" isn't a method, and speed/team spirit aren't primary goals—accuracy is. Option D is impractical—workshops across all units are resource-intensive and may raise expectations without delivering actionable insights, diluting focus. SAP OCM favors user-centric, data-driven methods like interviews for communication planning.
"Conduct a communication needs analysis by interviewing selected business users to gather and aggregate insights, ensuring messages meet specific stakeholder requirements" (SAP OCM Framework, Communication Needs Analysis).

Question: 44

Which communication assets are usually developed at an early stage of an SAP cloud project? Note: There are 2 correct answers to this question.

A. An FAQ list describing the key change impacts for different user groups
B. A modular overview presentation providing generic project information
C. A glossary explaining typical SAP and business terms used in the cloud context
D. A cheat sheet giving hands-on advice about how to use the new cloud system

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Answer: B, C

Explanation:

Early-stage communication assets in SAP OCM (Prepare/Explore phases) aim to build awareness and understanding. Option B is correct because a modular overview presentation (e.g., slides on project goals, timeline, benefits) provides generic, reusable information for initial stakeholder briefings, such as kick-off meetings. Its modularity allows customization for different audiences (e.g., executives vs. users). Option C is correct as a glossary of SAP terms (e.g., "fit-to-standard," "S/4HANA") and business jargon clarifies terminology, reducing confusion in a cloud context where new concepts abound.
Option A is incorrect—an FAQ on change impacts requires detailed CIA insights, which come later (Explore/Realize). Option D is incorrect; a cheat sheet with system usage tips is an enablement tool

developed closer to go-live (Realize/Deploy), not early on. SAP OCM prioritizes foundational assets to set the stage for later specifics.

"Early communication assets include a modular project overview presentation and a glossary of SAP and business terms to establish clarity and awareness" (SAP Activate, Early Communication Deliverables).

Question: 45

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. Assess the change impacts of new releases for the impacted user groups
B. Motivate the change agents to support the impacted user groups
C. Adapt the workplace environment of the impacted user groups
D. Provide learning and enablement offerings for the impacted user groups
E. Communicate the changes related to new releases to the impacted user groups

Answer: A, 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).

Question: 46

What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

A. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior
B. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers
C. Involve business leaders actively in key communication activities, such as roadshows, townhalls,

or testimonials to enhance their visibility

D. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts

E. Involve business leaders in workshops to identify change impacts and to derive activities to allow a smooth transition

Answer: B, C, D

Explanation:

Aligning leadership in SAP OCM ensures top-down support for cloud projects. Option B is correct because Q&A sessions with project managers allow leaders to voice concerns (e.g., about standardization), fostering trust and alignment through dialogue. Option C is correct as involving leaders in communication (e.g., speaking at townhalls) leverages their authority to promote the project, boosting visibility and credibility. Option D is correct because aligning goals and incentives (e.g., tying performance metrics to project success) minimizes conflicts, ensuring leaders prioritize the implementation.

Option A is incorrect—reducing bonuses is punitive, risks escalating resistance, and isn't an SAP OCM practice; positive reinforcement is preferred. Option E is incorrect; while leaders might join workshops, identifying impacts is typically for process owners/SMEs—leadership focuses on sponsorship, not derivation. SAP OCM stresses engagement and alignment over coercion.

"Align leadership through Q&A opportunities, active communication roles, and goal alignment to secure their support and influence" (SAP Activate, Leadership Alignment Strategies).

Question: 47

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

A. 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

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 representing innovators and visionaries within the represented stakeholder group trigger the reflection of communicated messages, because users are motivated to challenge their previous assumptions

D. 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

Answer: A

Explanation:

Personas in SAP OCM are fictional profiles representing stakeholder groups (e.g., "Finance User Anna") 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).

Question: 48

What advice promotes the successful implementation of change enablement activities? Note: There are 3 correct answers to this question.

A. Assign an enablement lead that reports into the steering committee to foster high management attention on enablement activities
B. Establish an enablement team with clear roles, responsibilities, skills and time to carry out enablement well
C. Provide a comprehensive enablement strategy guiding the impacted business areas through all enablement activities
D. Integrate key enablement activities into the overall project plan to increase attention and to avoid critical activities being overlooked
E. Ensure that the enablement team actively participates in the fit-to-standard workshops to derive learning needs for impacted user groups

Answer: B, C, D

Explanation:

Successful change enablement in SAP OCM ensures users adopt the system effectively. Option B is correct because an enablement team with defined roles (e.g., trainer), skills (e.g., content creation), and time ensures professional execution, avoiding ad-hoc efforts. Option C is correct as a comprehensive strategy (e.g., outlining training phases, tools) guides business areas systematically, aligning enablement with project goals. Option D is correct because integrating enablement into the project plan (e.g., scheduling training before go-live) ensures visibility and prioritization alongside technical tasks.

Option A is incorrect—reporting to the steering committee overcomplicates governance; the enablement lead coordinates with project management, not executives directly. Option E is incorrect; fit-to-standard workshops (Explore phase) involve process owners/SMEs, not the enablement team, whose role is delivery, not needs derivation. SAP OCM emphasizes structure and integration for enablement success.

"Promote enablement success with a skilled team, a comprehensive strategy, and integration into the project plan to ensure effective user preparation" (SAP Activate, Enablement Best Practices).

Question: 49

What are the core elements of SAP's integrated enablement approach? Note: There are 2 correct answers to this question.

A. Enablement execution, covering enablement project management, content development, and delivery
B. Enablement advisory, covering the enablement best practices, coaching, and evaluation
C. Enablement infrastructure, covering the enablement administration, systems, and support
D. Enablement planning, covering the enablement strategy, and the learning needs analysis for the project team and users

Answer: A, D

Explanation:

SAP's integrated enablement approach in OCM prepares users for cloud adoption. Option A is correct because enablement execution includes project management (coordinating efforts), content development (creating materials), and delivery (training sessions), forming the operational core. Option D is correct as enablement planning—strategy (defining approach) and learning needs analysis (identifying gaps for project team/users)—sets the foundation for execution.
Option B is incorrect; advisory (best practices, coaching) supports but isn't a core element—it's external guidance. Option C is incorrect; infrastructure (administration, systems) is logistical, not a defining component. SAP OCM focuses on planning and execution as the heart of enablement. "SAP's enablement approach comprises planning (strategy and needs analysis) and execution (management, content, delivery) to drive user readiness" (SAP Activate, Integrated Enablement Framework).

Question: 50

What does change enablement mean in the context of SAP cloud implementations?

A. It refers to all tasks that support the project leadership team to learn how to deal with resistance during the cloud project
B. It refers to all activities that help people to learn and adopt new SAP systems and processes in their working life
C. It refers to all deliverables that support the project team to deliver change management during the cloud implementation
D. It refers to all activities that upskill the impacted business leaders to handle organizational change management in their areas of responsibility

Answer: B

Explanation:

Change enablement in SAP cloud implementations focuses on user adoption. Option B is correct because it encompasses all activities—training, workshops, support—that help people (end-users, key users) learn and adopt new SAP systems (e.g., S/4HANA Cloud) and processes (e.g., best practices) in their daily work. This broad definition aligns with SAP OCM's goal of ensuring sustained use post-go-live, addressing both technical skills and behavioral change. For example, enablement might include e-learning on system navigation or process simulations to ease the transition.

Option A is incorrect—supporting leadership to handle resistance is a subset of change leadership, not enablement, which targets users. Option C is incorrect; deliverables (e.g., plans, reports) support OCM broadly, not just enablement, which is action-oriented. Option D is incorrect—upskilling leaders is leadership development, not user-focused enablement. SAP OCM defines enablement as user-centric preparation.

"Change enablement refers to activities that enable people to learn and adopt new SAP systems and processes, ensuring effective integration into their work" (SAP OCM Framework, Enablement Definition).

Question: 51

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

A. Define new roles and responsibilities and adapt organizational policies and procedures
B. Identify resource constraints within impacted business units and develop mitigation activities
C. Develop personas for the communication of the change impact and create communication assets
D. Design the future operating model for impacted business units and plan the implementation

Answer: C

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).

Question: 52

Why is it recommended to prepare an interview guide for conducting change assessment interviews? Note: There are 3 correct answers to this question.

A. It allows for efficient data collection by focusing on quantitative information
B. It ensures that only the listed questions are asked during the interview
C. It provides the structure for the interviews
D. It helps to focus on the relevant key topics
E. It serves as a cheat sheet in case the interviewer needs help

Answer: C, D, E

Explanation:

In SAP OCM, a change assessment (often in the Prepare phase) evaluates readiness, and interviews are a key method. An interview guide enhances their effectiveness. Option C is correct because it provides structure—organizing questions into sections (e.g., culture, capabilities, attitudes) ensures a logical flow, preventing chaotic or off-topic discussions. For example, a guide might start with "How open is your team to change?" before delving into specifics, keeping the interview coherent. Option D is correct as it focuses on key topics (e.g., resistance risks, resource readiness), ensuring critical data isn't missed amidst casual conversation. This focus aligns questions with assessment goals, like identifying adoption barriers. Option E is correct because it acts as a cheat sheet—interviewers can refer to it if they lose track, maintaining professionalism and coverage, especially under pressure or with resistant interviewees.

Option A is incorrect—interviews prioritize qualitative insights (e.g., opinions, concerns) over quantitative data (e.g., scores), which surveys handle better; efficiency isn't the guide's primary aim. Option B is incorrect; it's too rigid—interviewers should adapt to responses, not stick strictly to listed questions, as flexibility uncovers deeper insights. SAP OCM emphasizes structured yet adaptable interview guides to maximize value.

"An interview guide provides structure, focuses on key topics, and serves as a reference, ensuring change assessment interviews yield comprehensive and relevant insights" (SAP OCM Framework, Change Assessment Interview Guidelines).

Question: 53

Which responsibilities regarding change communication activities should be clearly assigned in a communication plan? Note: There are 2 correct answers to this question.

A. Content approval and content delivery
B. Content creation and content review

C. Content assessment and content archiving

D. Content alignment and content evaluation

Answer: B

Explanation:

A communication plan in SAP OCM defines roles to ensure smooth execution of change communication. Option B is correct because content creation (e.g., drafting newsletters by a change manager) and content review (e.g., checking accuracy by a business lead) are critical responsibilities that must be assigned to avoid delays or errors. Creation involves generating messages (e.g., "Why we're moving to the cloud"), while review ensures alignment with project goals and stakeholder needs (e.g., confirming technical terms are clear). Clear assignment prevents overlap or gaps— imagine a scenario where no one knows who's drafting the go-live announcement, causing confusion.

Option A is incorrect—content approval (final sign-off, often by leadership) is distinct from review and less operational, while delivery (e.g., sending emails) is logistical, often handled by tools or admins, not a core creative responsibility. Option C is incorrect; content assessment (evaluating effectiveness) is post-delivery analysis, and archiving is administrative, not plan-specific. Option D is incorrect—content alignment (ensuring consistency) is part of review, and evaluation overlaps with assessment, neither requiring separate assignment. SAP OCM focuses on creation and review as foundational tasks.

"The communication plan assigns responsibilities for content creation and review to ensure messages are developed and validated effectively" (SAP Activate, Communication Plan Structure).

Question: 54

What should a change manager keep in mind when designing the process for capturing lessons learned? Note: There are 3 correct answers to this question.

A. The results of the lessons learned activity should be treated confidentially

B. A predefined structure and scope of topics help to cover all relevant aspects

C. The focus on topics that didn't go well saves time during the workshop

D. A workshop setting is the best way to capture lessons learned

E. Clear rules of engagement, such as "avoid finger-pointing," facilitate the process

Answer: B, E

Explanation:

Capturing lessons learned in SAP OCM (typically Run phase) improves future projects, and the process design is key. Option B is correct because a predefined structure (e.g., categories like planning, execution, adoption) and scope (e.g., OCM-specific issues) ensure all aspects—successes and failures—are covered systematically. Without this, discussions might miss critical insights, like overlooked stakeholder engagement flaws. Option E is correct as clear rules (e.g., "no blame") create a safe environment, encouraging honest input—e.g., a team member might hesitate to admit a

communication delay if fearing criticism, stunting learning.

Option A is incorrect—confidentiality may limit sharing valuable lessons with the organization, contradicting SAP's goal of building capability; transparency (with discretion) is preferred. Option C is incorrect; focusing only on negatives ignores successes (e.g., effective training), skewing the process and wasting potential insights, not saving time. Option D is incorrect—a workshop isn't always best; surveys or interviews might suit smaller teams or remote setups. SAP OCM advocates flexibility and constructive design.

"Design lessons learned with a structured scope and clear rules like 'avoid finger-pointing' to ensure comprehensive and open feedback" (SAP Activate, Lessons Learned Process).

Question: 55

How should a change manager proceed when developing the initial change plan?

A. Use a different planning tool than the project manager to enhance the visibility of change management within the project
B. Only start the development when the available information allows detailed planning to avoid later adjustments
C. Consider interdependencies between change management tasks and key project milestones to ensure synchronization with the project plan
D. Align the initial change plan with the key stakeholders of the impacted business units to ensure their buy-in

Answer: C

Explanation:

The initial change plan, developed in the SAP Activate Prepare phase, sets the OCM roadmap. Option C is correct because considering interdependencies with project milestones (e.g., aligning training with system testing in Realize) ensures synchronization—e.g., if go-live shifts, communication must adjust, preventing misaligned efforts. This integration is vital in SAP Activate, where OCM supports technical delivery. For instance, stakeholder workshops might be timed before fit-to-standard sessions to prepare users, showing how OCM tasks hinge on project progress.

Option A is incorrect—using a different tool (e.g., separate software) risks silos and confusion, not visibility; alignment with the project plan (e.g., same Gantt chart) is standard. Option B is incorrect—waiting for full details contradicts agile principles; the initial plan is high-level and refined later (Explore/Realize), as early info is often incomplete. Option D is incorrect; while stakeholder alignment is valuable, it's a follow-up to ensure execution, not the development process, which focuses on planning first. SAP OCM prioritizes integration over isolation.

"Develop the initial change plan by considering interdependencies with project milestones, ensuring OCM activities synchronize with the overall implementation" (SAP Activate, Change Plan Development).

Question: 56

Which organizational change management activity is usually performed in which SAP Activate phase? Note: There are 2 correct answers to this question.

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

Answer: A, 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).

Question: 57

What are some typical symptoms of low user adoption after the go-live of an SAP cloud solution? Note: There are 2 correct answers to this question.

A. Users stick to old processes and apply workarounds wherever possible
B. Users strictly follow the new organizational policies and procedures
C. Users avoid consuming additional, value-adding functionalities
D. Users constantly change the way they interact with the system in their daily work

Answer: A, C

Explanation:

Low user adoption in the SAP Activate Run phase signals resistance or discomfort. Option A is correct because sticking to old processes (e.g., using Excel instead of SAP) and workarounds (e.g., manual overrides) indicate users aren't embracing the new system, undermining benefits like efficiency. Option C is correct as avoiding value-adding functionalities (e.g., analytics tools in S/4HANA) shows partial adoption, missing the solution's full potential—often due to lack of training or trust.
Option B is incorrect—strict adherence to new policies suggests high adoption, not low. Option D is incorrect; constant changes in interaction might reflect experimentation or confusion, not necessarily low adoption. SAP OCM monitors these symptoms to trigger interventions.

"Low adoption symptoms include reliance on old processes, workarounds, and avoidance of new functionalities, indicating incomplete system acceptance" (SAP Activate, User Adoption Monitoring).

Question: 58

What are the key elements of a user adoption strategy for an SAP cloud implementation? Note: There are 2 correct answers to this question.

A. Agreed catalog of strategies to mitigate user adoption risks or issues
B. Defined process for monitoring the selected user adoption indicators
C. Agreed list of appropriate user adoption indicators before and after go-live
D. Identified business stakeholders to be informed about the analysis results

Answer: B, C

Explanation:

A user adoption strategy in SAP OCM ensures sustained system use. Option B is correct because a defined monitoring process (e.g., monthly usage reports) tracks indicators like login frequency, ensuring adoption is measured systematically. Option C is correct as an agreed list of indicators (e.g., transaction completion rates pre-go-live, satisfaction scores post-go-live) provides clear metrics to assess success, set during planning (Prepare/Explore).
Option A is incorrect—"catalog of strategies" is vague; mitigation is part of broader OCM, not the adoption strategy's core. Option D is incorrect; identifying stakeholders for results is operational, not a key element of the strategy itself. SAP OCM focuses on measurable adoption drivers.
"A user adoption strategy includes a monitoring process and agreed indicators to track and ensure successful system uptake" (SAP Activate, User Adoption Strategy).

Question: 59

What are characteristics of suitable interview partners for a change assessment? Note: There are 2 correct answers to this question.

A. They should be on an employee level, because they can act as representatives of this large stakeholder group
B. They should have previous experience with change management to provide advice regarding appropriate activities
C. They should already have a good overview of the cloud project, its strategic goals, and the possible impacts
D. They should know the company well to answer questions based on experience of previous changes

Answer: C, D

Explanation:

Change assessment interviews in SAP OCM (Prepare phase) require informed respondents. Option C is correct because partners with an overview of the project—its goals (e.g., cost reduction) and impacts (e.g., process shifts)—can provide strategic insights, often leaders or key users briefed early. Option D is correct as company knowledge (e.g., past change successes/failures) enables contextual answers, grounding feedback in organizational reality—e.g., "We struggled with training last time." Option A is incorrect—employee-level staff may represent users but often lack the broad perspective needed; key users suffice. Option B is incorrect; OCM experience is helpful but not required—interviewees provide data, not advice. SAP OCM seeks knowledgeable, experienced voices. "Suitable interview partners have project overview and company experience to offer informed insights for the change assessment" (SAP OCM Framework, Interview Partner Selection).

Question: 60

What are typical tasks of a change manager in cloud projects? Note: There are 3 correct answers to this question.

A. Orchestrating the change management activities
B. Advising all leaders how to break resistance within their team
C. Providing expertise for handling people-related challenges
D. Supporting the execution of change management activities
E. Acting as key speakers in information sessions for the business

Answer: A, C, D

Explanation:

The change manager in SAP cloud projects drives OCM execution. Option A is correct because orchestrating activities (e.g., coordinating communication, training) ensures a cohesive effort, like a conductor aligning an orchestra—e.g., timing stakeholder workshops with project milestones. Option C is correct as providing expertise on people challenges (e.g., resistance, skill gaps) guides the project team, offering solutions like tailored enablement. Option D is correct because supporting execution (e.g., facilitating workshops, reviewing plans) ensures activities succeed, often hands-on with the team.
Option B is incorrect—"advising all leaders" overstates the role; change managers coach key leaders, but breaking resistance is a shared leadership task. Option E is incorrect; while they might speak, key speakers are often sponsors or leaders for authority—change managers focus on planning, not presenting. SAP OCM defines the change manager as a strategic coordinator and expert. "Change managers orchestrate OCM activities, provide people-focused expertise, and support execution to ensure project success" (SAP Activate, Change Manager Role).

Question: 61

What are typical aspects that can keep the change agents motivated to engage in the change network of a cloud project? Note: There are 3 correct answers to this question.

A. Possibility to foster their own visibility within the organization

B. Occasion to exchange with peers from different units

C. Opportunity to influence the design of the new business processes

D. Prospect of a skill development regarding project management

E. Chance to look behind the scenes of a business transformation

Answer: A, B, E

Explanation:

Change agents in SAP OCM are key employees who support adoption within their units, and motivation is critical to their effectiveness in a cloud project's change network. Option A is correct because fostering visibility—e.g., being recognized by leadership during a townhall—boosts their professional profile, making their role rewarding. Imagine an agent praised for rallying their team; this public acknowledgment drives engagement. Option B is correct as peer exchange across units (e.g., in network meetings) offers collaboration and learning—e.g., a sales agent sharing tips with a finance agent—building a sense of community and value. Option E is correct because looking behind the scenes of a transformation (e.g., understanding why cloud standardization was chosen) satisfies curiosity and gives agents a privileged perspective, enhancing their investment in the project. Option C is incorrect—designing business processes is typically a task for process owners or consultants during fit-to-standard workshops (Explore phase), not change agents, who focus on communication and support, not process creation. Option D is also incorrect; while skill development (e.g., project management) might occur incidentally, it's not a primary motivator or structured outcome for agents, who are selected for influence, not training. SAP OCM emphasizes intrinsic and social motivators like visibility, connection, and insight to sustain agent enthusiasm, aligning with their role as grassroots advocates.

"Motivate change agents with opportunities for visibility, peer exchange, and insight into the transformation to maintain their active engagement in the change network" (SAP Activate Methodology, Change Network Motivation Strategies).

Question: 62

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

A. Refer to the advantages of an agile approach for continuously updating and refining the change plan

B. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list

C. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan

D. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan

Answer: A, D

Explanation:

At a project's start (Prepare phase), a detailed change plan for all waves is premature due to evolving variables in a large-scale SAP cloud implementation. Option A is correct because an agile approach—where the plan starts high-level and is iteratively refined (e.g., after each wave's lessons learned)—aligns with SAP Activate's flexibility. For example, initial resistance might shift priorities, requiring adjustments; agility accommodates this. Option D is correct as early granular planning wastes effort—e.g., scheduling training for Wave 3 before Wave 1's scope is clear is risky when requirements, timelines, or resources might change. This reflects SAP's pragmatic stance on planning amidst uncertainty.

Option B is incorrect—offering only a generic plan with an "open activity list" dismisses the project lead's request without constructive dialogue, undermining collaboration. Option C is incorrect; demanding a detailed project plan shifts responsibility unrealistically—OCM aligns with the project, not vice versa, and early details are often unavailable. The change manager should educate and adapt, not deflect or overpromise. SAP OCM balances responsiveness with realism.

"Respond to early detailed plan requests by advocating an agile, iterative approach and noting that granular planning is inefficient due to early-stage uncertainties" (SAP Activate, Change Plan Development Guidelines).

Question: 63

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 team sport, requiring the commitment and engagement of the entire project team

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 checkbox approach, requiring all stakeholders to strictly follow predefined procedures

Answer: A, B, D

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).

Question: 64

What are the special characteristics of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

A. It supports an agile way of working
B. It is aligned with the SAP Activate implementation methodology
C. It is only suitable for large-scale, complex cloud deployments
D. It contains activities that help to enhance system performance
E. It is targeted at fostering fast and sustainable user adoption

Answer: A, B, E

Explanation:

SAP's OCM framework is designed to support cloud implementations effectively. Option A is correct because it supports agility—e.g., iterative planning and adjustments (like refining communication post-wave) mirror SAP Activate's flexible approach, adapting to project shifts. Option B is correct as it's tightly aligned with SAP Activate, mapping OCM activities (e.g., stakeholder analysis in Prepare) to its phases, ensuring seamless integration with technical delivery. Option E is correct because fostering fast, sustainable adoption—e.g., through enablement and adoption metrics in Run—is the framework's core goal, ensuring users embrace the system long-term, not just at go-live.

Option C is incorrect—it's versatile, not limited to large-scale projects; small or mid-size implementations also benefit from its principles. Option D is incorrect; enhancing system performance is a technical task (e.g., IT optimization), not OCM's focus, which is people-centric. SAP OCM's unique blend of agility, methodology alignment, and adoption focus sets it apart.

"SAP's OCM framework is agile, aligned with SAP Activate, and targets fast, sustainable user adoption to maximize cloud implementation success" (SAP OCM Framework, Key Characteristics).

Question: 65

What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

A. Employee representative or works council

B. The HR department
C. The IT department
D. Senior managers of impacted business units
E. The project sponsor

Answer: A, D, E

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff— e.g., warehouse workers impacted by inventory changes—ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.
Option B is incorrect—HR might provide general employee data but lacks project-specific impact insight. Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a comprehensive stakeholder map.
"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

Question: 66

What is the main goal of a business readiness test in an SAP cloud project?

A. Detect people-related issues and challenges for an upcoming go-live
B. Identify business managers that must be motivated to support the go-live
C. Collect ideas for change communication activities to support the go-live
D. Evaluate if the incentive systems are suitable to support the upcoming go-live

Answer: A

Explanation:

A business readiness test (or assessment) in SAP OCM, typically in the Deploy phase, evaluates preparedness for go-live. Option A is correct because its main goal is detecting people-related issues—e.g., low training uptake or resistance in a unit—that could disrupt the transition, allowing mitigation before launch. For instance, a survey showing poor process understanding triggers extra enablement.
Option B is incorrect—identifying managers needing motivation is a stakeholder analysis task (Prepare), not readiness testing's focus. Option C is incorrect; collecting communication ideas is a planning activity, not the test's purpose, which is assessment. Option D is incorrect—incentive systems are HR-related and outside OCM's readiness scope. SAP OCM uses this test to ensure a smooth go-live.
"The business readiness test aims to detect people-related issues and challenges prior to go-live,

enabling timely corrective actions" (SAP Activate, Business Readiness Assessment).

Question: 67

During a change network kick-off meeting, a change agent openly reports that he has been nominated by his manager against his will. How should the change manager react in this situation?

A. Ask the change agent to find a substitute within his unit
B. Clarify the issue with him bilaterally after the change network meeting
C. Try to convince the change agent to take over the role anyway
D. Request the change agent to leave the kick-off meeting

Answer: B

Explanation:

A reluctant change agent at a kick-off meeting poses a challenge, and the change manager must respond constructively. Option B is correct because a bilateral discussion post-meeting—e.g., asking "What's your concern?"—allows the change manager to understand the reluctance (e.g., workload, disinterest) privately, avoiding public confrontation and tailoring a solution (e.g., support, reassignment). This respects the agent's feelings while maintaining network morale.
Option A is incorrect—asking for a substitute shifts responsibility to the agent, potentially alienating him and disrupting the meeting. Option C is incorrect; convincing him on the spot risks resistance or resentment, undermining his effectiveness. Option D is incorrect—ejecting him is harsh, damages trust, and weakens the network's start. SAP OCM favors discreet, empathetic handling of such issues. "Address a reluctant change agent's concerns bilaterally after the meeting to resolve issues constructively and preserve network cohesion" (SAP Activate, Change Network Management).

Question: 68

What should be considered when developing personas? Note: There are 2 correct answers to this question.

A. Finding the right level of detail, avoiding a too granular or too generic description of personas
B. Involving representatives of the target group into the development of personas
C. Aligning the persona descriptions with the employee representatives of the respective target groups
D. Using a real person as an inspiration for the persona to make the persona as realistic as possible

Answer: A, B

Explanation:

Personas in SAP OCM personalize communication, and their development requires balance and input. Option A is correct because the right detail level—e.g., "Finance User, 35, cautious, needs

process clarity"—avoids being too specific (e.g., daily tasks) or too vague (e.g., "employee"), ensuring usability without losing focus. Option B is correct as involving target group reps (e.g., a key user) ensures accuracy—e.g., they might note "we need system tips," shaping a persona's needs realistically.

Option C is incorrect—employee reps (e.g., works council) focus on rights, not persona details; alignment isn't needed. Option D is incorrect; using a real person risks bias or privacy issues—personas are composites, not copies. SAP OCM stresses relevance and collaboration in persona creation.

"Develop personas with balanced detail and target group input to ensure they reflect stakeholder needs accurately" (SAP OCM Framework, Persona Creation Guidelines).

Question: 69

The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the "supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

A. Ask them to exert pressure on the skeptics in their area of responsibility
B. Involve them in project activities to facilitate design decisions
C. Assign them project roles to increase their influence on the success of the project
D. Use their positive attitude to influence others in their area of responsibility

Answer: C, D

Explanation:

Supporters in SAP OCM stakeholder analysis (e.g., enthusiastic managers) are assets to leverage. Option C is correct because assigning project roles (e.g., change agent) amplifies their influence—e.g., a supportive lead driving adoption in their unit boosts success. Option D is correct as their positive attitude can sway others—e.g., a supporter sharing benefits in a meeting shifts skeptics' views organically.

Option A is incorrect—pressuring skeptics risks backlash; influence should be subtle, not coercive. Option B is incorrect; design decisions (e.g., process flows) are for experts, not supporters' primary role, which is advocacy. SAP OCM maximizes supporters' enthusiasm strategically.

"Leverage supporters by assigning roles to enhance their impact and using their positivity to influence others effectively" (SAP Activate, Stakeholder Management Strategies).

Question: 70

Why is it important to develop an enablement strategy for an SAP cloud project? Note: There are 3 correct answers to this question.

A. It helps to prepare all enablement related activities in a timely manner
B. It serves as baseline to deliver enablement on time, to budget, and to quality
C. It ensures the definition of the role-based course catalog for the project

D. It provides a clear direction for all enablement activities

E. It supports the timely assignment of suitable trainers to enablement courses

Answer: A, B, D

Explanation:

An enablement strategy in SAP OCM (Prepare/Explore) ensures users are ready for the cloud system. Option A is correct because it prepares activities (e.g., training schedules) timely—e.g., planning sessions before Realize avoids last-minute rushes. Option B is correct as it baselines delivery—on time (before go-live), to budget (resource allocation), and to quality (effective materials)—e.g., ensuring training meets adoption goals. Option D is correct because it directs activities (e.g., "focus on key users first"), aligning efforts with project needs.

Option C is incorrect—a course catalog is an output, not the strategy's purpose. Option E is incorrect; trainer assignment is logistical, not a core strategic benefit. SAP OCM uses the strategy for planning and execution clarity.

"An enablement strategy ensures timely preparation, provides a delivery baseline, and directs all enablement activities for user readiness" (SAP Activate, Enablement Strategy Importance).

Question: 71

The project leadership team agreed on the pulse check objectives, focus topics, target groups, and guiding principles. What are the next steps that must be executed to set up a pulse check? Note: There are 2 correct answers to this question.

A. Plan the survey waves for the remaining project duration

B. Involve employee representatives if required due to legal regulations

C. Develop the questions and prepare the questionnaire in a survey platform

D. Inform the steering committee about the time schedule for the pulse check

Answer: B, C

Explanation:

A pulse check in SAP OCM is a quick, targeted survey to gauge stakeholder sentiment (e.g., readiness, adoption) at key project points, often in Deploy or Run phases. After agreeing on objectives (e.g., assess go-live confidence), focus topics (e.g., training effectiveness), target groups (e.g., key users), and principles (e.g., anonymity), the next steps operationalize it. Option B is correct because involving employee representatives (e.g., works council) is mandatory in some regions (e.g., Germany) due to legal requirements around employee data collection. This ensures compliance—e.g., if surveying a warehouse team, the works council might need to approve questions to protect worker rights, avoiding legal risks that could halt the process. Option C is correct as developing questions (e.g., "Do you feel prepared for the new system?") and preparing the questionnaire in a survey platform (e.g., Qualtrics) translates objectives into actionable data collection. This step is critical—without questions, there's no pulse check; a poorly designed survey (e.g., vague queries) yields useless results, while a platform ensures efficient distribution and analysis.

Option A is incorrect—planning survey waves for the entire project assumes multiple checks, but a

pulse check is a single, focused snapshot; ongoing planning happens later if needed. Option D is incorrect; informing the steering committee about the schedule is a courtesy, not a "must" step—execution precedes reporting. SAP OCM stresses compliance and question design as immediate priorities post-agreement.

"After defining pulse check parameters, involve employee representatives for legal compliance where required, and develop questions with a survey platform to enable effective execution" (SAP Activate Methodology, OCM Workstream, Pulse Check Setup).

Question: 72

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

Answer: A, B, C

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).

Question: 73

The project lead initiates a series of info sessions in some teams as a reaction to resistance towards

the upcoming implementation of a new cloud solution. Unfortunately, these info sessions do not reduce the level of resistance. What is the probable root cause?

A. Lacking options for the users to raise questions during the info sessions
B. Lacking analysis of the underlying reasons for resistance towards the new cloud solution
C. Lacking involvement of the change manager in the planning and conduction of the info sessions
D. Lacking commitment of the top management regarding the info sessions

Answer: B

Explanation:

Resistance in SAP cloud projects (e.g., to S/4HANA standardization) often persists if root causes aren't addressed, and info sessions alone may fail. Option B is correct because without analyzing why users resist—e.g., fear of losing control (cloud hosting), process mismatch (standardization), or skill gaps (new UI)—sessions become generic, missing the mark. For instance, if resistance stems from data security concerns, a session on "project benefits" won't help without tackling that fear directly; analysis (e.g., via surveys) could reveal this, enabling targeted messaging.
Option A is incorrect—while Q&A options improve engagement, their absence doesn't inherently sustain resistance; content relevance does. Option C is incorrect; the change manager's involvement enhances execution, but the project lead can run sessions—lack of analysis, not personnel, is key. Option D is incorrect—top management commitment boosts credibility, but resistance persists if underlying issues remain unaddressed. SAP OCM stresses understanding resistance drivers for effective intervention.
"Resistance persists without analyzing its root causes; info sessions must address specific concerns identified through stakeholder feedback to be effective" (SAP OCM Framework, Resistance Management).

Question: 74

What should a change manager keep in mind when identifying stakeholder groups?

A. A business unit should be broken down into about five stakeholder groups
B. The number of impacted employees should be documented
C. Management teams are not listed as separate stakeholder groups
D. The stakeholder identification is a one-time activity

Answer: B

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) builds the foundation for engagement. Option B is correct because documenting the number of impacted employees—e.g., "50 warehouse staff affected by inventory changes"—quantifies the scope, aiding resource planning (e.g., training sessions) and impact assessment (e.g., resistance scale). Without this, efforts might under- or over-allocate, like scheduling one session for 200 users, overwhelming trainers.

Option A is incorrect—arbitrarily setting "five groups" per unit lacks basis; groups (e.g., key users, managers) depend on impact, not a fixed number. Option C is incorrect—management teams are distinct stakeholders if impacted (e.g., finance leads losing report customization), requiring specific strategies. Option D is incorrect; identification iterates as the project evolves (e.g., new units added in later waves). SAP OCM emphasizes scale documentation for practical planning.

"When identifying stakeholder groups, document the number of impacted employees to assess the scale and tailor change management efforts accordingly" (SAP Activate, Stakeholder Identification Guidelines).

Question: 75

What is the added value of change agents taking over the task to plan and execute local change management activities?

A. It supports the adherence to the project milestones
B. It fosters an attitude shift among skeptical change agents
C. It helps to scale change management activities
D. It reduces resistance among local managers

Answer: C

Explanation:

Change agents in SAP OCM extend change management's reach by handling local activities (e.g., unit-specific workshops). Option C is correct because it scales efforts—e.g., a central change manager can't train 10 sites alone, but agents in each location can, multiplying coverage efficiently. For instance, an agent in a regional office might run a Q&A session tailored to local process concerns, amplifying OCM impact without overloading the core team.

Option A is incorrect—milestone adherence is a project management outcome, not a direct value of agent tasks. Option B is incorrect; attitude shifts might occur, but it's not the primary benefit—effectiveness is. Option D is incorrect—reducing manager resistance depends on broader engagement, not just agent activities. SAP OCM leverages agents for scalability.

"Change agents planning and executing local activities add value by scaling change management efforts across the organization effectively" (SAP Activate, Change Network Value).

Question: 76

How is SAP's organizational change management framework connected with the SAP Activate methodology? Note: There are 2 correct answers to this question.

A. The start of each change management activity is assigned to one specific SAP Activate phase
B. Each change management dimension is assigned to a specific SAP Activate phase
C. Some change management activities are executed in more than one SAP Activate phase
D. The SAP Activate phases build the dimensions of the organizational change management framework

Answer: A, C

Explanation:

SAP's OCM framework integrates with SAP Activate to align people efforts with project stages.
Option A is correct because activities are phase-specific—e.g., stakeholder analysis starts in Prepare, training in Realize—ensuring timing matches project needs, like assessing readiness before design.
Option C is correct as some activities span phases—e.g., communication begins in Prepare (awareness) and continues through Run (adoption updates), adapting to evolving contexts like new releases.
Option B is incorrect—OCM dimensions (e.g., strategy, leadership) are overarching, not phase-bound; they apply across the lifecycle. Option D is incorrect—Activate phases (Discover, Prepare, etc.) structure the project, not the OCM framework's dimensions. SAP OCM syncs with Activate's rhythm.
"The OCM framework connects to SAP Activate by assigning activity starts to specific phases and allowing some activities to span multiple phases for continuous impact" (SAP OCM Framework, Activate Integration).

Question: 77

Which dimensions are suitable for analyzing individual stakeholders of a cloud implementation in a 2x2 matrix? Note: There are 2 correct answers to this question.

A. Degree of resistance, distinguishing between low and high
B. Attitude towards the project, distinguishing between negative and positive
C. Level of influence on the project success, distinguishing between low and high
D. Extent of expected change impacts, distinguishing between few and many

Answer: B, C

Explanation:

A 2x2 matrix in SAP OCM stakeholder analysis plots individuals for strategic engagement. Option B is correct—attitude (negative vs. positive) gauges support level—e.g., a positive VP vs. a negative clerk—guiding communication focus. Option C is correct as influence (low vs. high) measures impact potential—e.g., a high-influence director can sway outcomes more than a low-influence user—prioritizing effort. Together, they create a matrix (e.g., high-influence/positive = "champions") for tailored strategies.
Option A is incorrect—"degree of resistance" overlaps with attitude; it's a symptom, not a distinct axis. Option D is incorrect; change impact extent is group-level (e.g., unit-wide), not individual-specific in a 2x2. SAP OCM uses attitude/influence for precision.
"Analyze stakeholders in a 2x2 matrix using attitude (positive/negative) and influence (low/high) to prioritize engagement effectively" (SAP Activate, Stakeholder Analysis Tools).

Question: 78

Which enablement activities are usually performed during the Prepare phase of an SAP project?
Note: There are 2 correct answers to this question.

A. The learning needs analysis for the project team
B. The enablement content development
C. The enablement strategy
D. The learning needs analysis for the business users

Answer: A, C

Explanation:

The Prepare phase in SAP Activate sets up enablement foundations. Option A is correct because the learning needs analysis (LNA) for the project team—e.g., assessing if consultants need S/4HANA skills—ensures implementers are ready before design, critical for early success. Option C is correct as the enablement strategy (e.g., "train key users first") defines the approach, aligning with project goals—e.g., planning phased training before go-live.
Option B is incorrect—content development (e.g., tutorials) occurs in Realize, once processes are defined. Option D is incorrect; business user LNA follows in Explore/Realize, after impacts are clearer—Prepare focuses on the team. SAP OCM prioritizes early team readiness and strategy.
"In Prepare, perform the learning needs analysis for the project team and develop the enablement strategy to establish a strong enablement foundation" (SAP Activate, Prepare Phase Enablement).

Question: 79

Which general recommendations help to deliver change management successfully? Note: There are 2 correct answers to this question.

A. Only use standardized tools and templates
B. Calculate the return on investment (ROI) for change management activities
C. Be user-centric and empathetic
D. Establish trustful cooperation with project management

Answer: C, D

Explanation:

Successful change management in SAP OCM hinges on people and collaboration. Option C is correct—being user-centric and empathetic (e.g., addressing a user's fear of change with tailored support) ensures adoption by meeting emotional and practical needs, not just pushing info. Option D is correct as trustful cooperation with project management—e.g., aligning OCM with milestones—integrates efforts, like syncing training with testing, avoiding silos.
Option A is incorrect—standard tools help, but flexibility (e.g., custom workshops) is key; rigidity limits impact. Option B is incorrect—ROI calculation is impractical for OCM's qualitative benefits

(e.g., morale); focus is on outcomes, not finance. SAP OCM thrives on empathy and partnership. "Deliver change management successfully by being user-centric and empathetic, and fostering trustful cooperation with project management" (SAP OCM Framework, Success Recommendations).

Question: 80

How are users impacted by the implementation of an SAP cloud solution? Note: There are 2 correct answers to this question.

A. They must adopt the new best-practice processes
B. They must prepare for a long implementation process
C. They must get accustomed to ongoing change
D. They must customize the solution according to their specific needs

Answer: A, C

Explanation:

SAP cloud solutions (e.g., S/4HANA Cloud) reshape user experience. Option A is correct—users must adopt best-practice processes (e.g., standardized procurement) over custom legacy ways, a core shift requiring adaptation—e.g., learning a new UI instead of old shortcuts. Option C is correct as ongoing change—e.g., quarterly releases with new features—demands continuous adjustment, unlike static on-premise systems, impacting daily work patterns.
Option B is incorrect—implementation length affects project teams, not users directly; their impact is post-go-live. Option D is incorrect—users don't customize cloud solutions (a technical task); they adapt to pre-configured standards. SAP OCM focuses on process and change adaptation.
"Users are impacted by adopting best-practice processes and adjusting to ongoing changes from cloud solution updates" (SAP Activate, User Impact Overview).

Thank you for your visit.