

最新的SAP C-OCM-2503考古題



SAP C_OCM_2503 SAP Certified Associate - Organizational Change Management

**Questions & Answers PDF
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>> C-OCM-2503證照信息 <<

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SAP C-OCM-2503 考試大綱：

主題	簡介
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主題 1	<ul style="list-style-type: none"> • Change Strategy: This section of the exam measures the skills of a Change Manager and centers on formulating the right strategy for managing organizational change. It includes defining the direction, scope, and impact of change efforts while ensuring alignment with strategic business objectives.
主題 2	<ul style="list-style-type: none"> • Change Effectiveness: This section of the exam measures the skills of a Transformation Consultant and evaluates how well the change has been adopted and integrated into the organization. It involves tracking metrics, gathering feedback, and assessing outcomes to continuously improve the change approach.
主題 3	<ul style="list-style-type: none"> • Change Leadership: This section of the exam measures the skills of a Transformation Consultant and emphasizes the leadership skills required to champion change. It involves fostering commitment among stakeholders, guiding teams through transformation, and maintaining momentum throughout the change journey.
主題 4	<ul style="list-style-type: none"> • Change Realization: This section of the exam measures the skills of a Transformation Consultant and includes the practical execution of change initiatives. It covers how change plans are implemented in real-world scenarios, ensuring that the intended benefits are realized and reinforced throughout the organization.
主題 5	<ul style="list-style-type: none"> • Change Enablement: This section of the exam measures the skills of a Change Manager and deals with the tools, training, and support systems that empower employees to adopt and sustain the change. It ensures that people are equipped with the right capabilities to thrive in the new environment.
主題 6	<ul style="list-style-type: none"> • Change Communication: This section of the exam measures the skills of a Change Manager and focuses on the communication plans and methods necessary for successful change. It involves designing communication strategies that engage stakeholders, promote transparency, and address concerns during the transition.
主題 7	<ul style="list-style-type: none"> • Organizational Change Management Set-up: This section of the exam measures the skills of a Transformation Consultant and addresses the initial planning and structuring of change management activities. It focuses on preparing the organization, setting up governance structures, and identifying roles and responsibilities to drive change successfully.

最新的 SAP Certified Associate C-OCM-2503 免費考試真題 (Q44-Q49):

問題 #44

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

答案: **A,C,D**

解題說明:

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).

問題 #45

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

答案: A,C,D

解題說明:

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).

問題 #46

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

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

答案: A,B,D

解題說明:

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).

問題 #47

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

答案： B,C

解題說明：

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).

問題 #48

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

答案： A,C,D

問題 #49

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