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SAP C-OCM-2503 SAP Certified Associate - Organizational Change Management

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SAP Certified Associate - Organizational Change Management Sample Questions (Q80-Q85):

NEW QUESTION # 80

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

NEW QUESTION # 81

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

NEW QUESTION # 82

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

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

Answer: C

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).

NEW QUESTION # 83

Which organizational change management activity is usually performed in which SAP Activate phase? Note:

There are 2 correct answers to this question.

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

Answer: B,D

Explanation:

SAP Activate phases align OCM activities with project stages. Option A is correct because user adoption analysis-measuring actual usage (e.g., system logins, feedback)-occurs in the Run phase post-go-live, assessing real outcomes vs. predictions. Option C is correct as the change assessment (evaluating readiness, culture, capabilities) happens in the Prepare phase to baseline the organization before detailed planning-e.g., interviewing leaders to gauge change appetite.

Option B is incorrect-the business readiness assessment (checking go-live preparedness) is in Deploy, not Discover, which focuses on solution exploration. Option D is incorrect; the change plan starts in Prepare (initial version), not Explore, where it's refined. SAP OCM ties activities to phase-specific goals.

"Change assessment occurs in Prepare to evaluate readiness, and user adoption analysis in Run to measure post-go-live success" (SAP Activate, OCM Phase Alignment).

NEW QUESTION # 84

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. Develop the questions and prepare the questionnaire in a survey platform
- B. Inform the steering committee about the time schedule for the pulse check
- C. Involve employee representatives if required due to legal regulations
- D. Plan the survey waves for the remaining project duration

Answer: A,D

NEW QUESTION # 85

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