

C-OCM-2503인기자격증 시험대비 공부자료 - C-OCM-2503퍼펙트 최신버전덤프

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Exam : C_OCM_2503

Title : SAP Certified Associate -
Organizational Change
Management

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SAP C-OCM-2503 시험요강:

주제	소개
주제 1	<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.
주제 2	<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.

주제 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.
주제 4	<ul style="list-style-type: none"> • Organizational Change Management Methodology: This section of the exam measures the skills of a Change Manager and covers the foundational principles and structured approach used in managing organizational change effectively. It highlights the importance of aligning change efforts with business goals while providing a framework for guiding transformation initiatives.
주제 5	<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.

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최신 SAP Certified Associate C-OCM-2503 무료샘플문제 (Q26-Q31):

질문 # 26

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. 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
- B. Refer to the advantages of an agile approach for continuously updating and refining the change plan
- C. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan
- D. 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

정답: A,B

설명:

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).

질문 # 27

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

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

정답: B,C

설명:

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).

질문 # 28

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

정답: A,D

질문 # 29

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

정답: A,B,D

설명:

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).

질문 # 30

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

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

- B. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility
- C. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior
- D. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- E. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers

정답: B,D,E

설명:

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).

질문 # 31

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