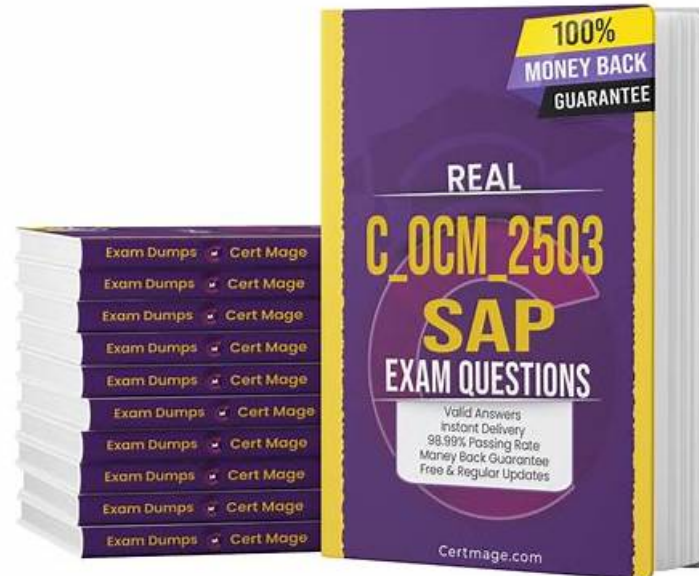# Reliable C_OCM_2503 Exam Cram, C_OCM_2503 Test Dumps

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SAP Certified Associate - Organizational Change Management Sample Questions (Q65-Q70):

NEW QUESTION # 65

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

Answer: A,B

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).

NEW QUESTION # 66

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

- A. Project management focuses on the hard factors, change management on the soft factors.
- 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 project tasks, change management on the cooperation within the project team.

Answer: A

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).

NEW QUESTION # 67

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

NEW QUESTION # 68

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. Identify the key stakeholders and conduct a stakeholder analysis
- D. Develop an initial change plan for the cloud project
- E. Conduct a detailed change impact analysis

Answer: A,C,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).

NEW QUESTION # 69

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

Answer: A,D

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).

NEW QUESTION # 70

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