



Free Questions for C\_OCM\_2503

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# Question 1

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Question Type: MultipleChoice

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

## Options:

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- 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:

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A, C

## Explanation:

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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).

# Question 2

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Question Type: MultipleChoice

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

### Options:

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- 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:

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C, D

### Explanation:

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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 3

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Question Type: MultipleChoice

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

### Options:

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- 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

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**Answer:**

A, C

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**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).

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## Question 4

**Question Type:** MultipleChoice

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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.

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**Options:**

- 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

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**Answer:**

B, C

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**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 5

Question Type: MultipleChoice

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

### Options:

- 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 6

Question Type: MultipleChoice

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

### Options:

- 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).



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