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1. Micro Skill Drill Exam
2. Unified Scenario Exam

Topic: 1
Micro Skill Drill Exam

Question: 1

A financial shared-services organization is preparing the first communication wave for an SAP cloud project. The sponsor wants a confident message about modernization benefits, while the change manager knows that several process details are still being refined. The measurable constraint is that affected employees must receive credible information before manager briefings begin next week. The change team has confirmed the project purpose, high-level timeline, impacted audience categories, and feedback channel. It has not confirmed final role-specific instructions. Managers are concerned that vague communication will create rumors, but overly detailed communication may later need correction. The environment is advisory and public-cloud oriented. The communication approach must build trust and prepare employees for later enablement without overstating certainty. What should the change manager recommend for the first communication wave?

- A. Publish detailed role instructions now so employees can begin preparing even though some responsibilities are still being finalized.
- B. Delay the first communication wave until all role-specific details are confirmed so no later correction is needed.
- C. Communicate confirmed purpose, timeline, audience impact, and feedback channels while positioning role-specific guidance for later enablement.
- D. Ask managers to answer employee questions individually and avoid central communication until the project team reaches final design agreement.

Answer: C

Question: 2

A regional electric vehicle charging operator is preparing stakeholder engagement for an SAP cloud project that will standardize how internal charger-outage support requests are coordinated. The executive sponsor wants a compact engagement model so decisions remain efficient. The measurable constraint is that the model must surface practical adoption concerns before the first change impact workshop.

The initial roster includes central operations leaders, project managers, and finance representatives. Early conversations show that field dispatch leads and station-support coordinators strongly influence how local teams follow new procedures, although they do not formally approve project decisions. The environment is consultative and advisory, with moderate modernization pressure and low governance

sensitivity. The change lead must improve stakeholder coverage without creating a broad decision committee.

Which stakeholder engagement action best fits the constraint?

- A. Create a structured stakeholder model with formal decision owners and selected field-level influencers, using clear feedback boundaries.
- B. Invite every field dispatch lead and station-support coordinator to all engagement meetings so local adoption concerns are captured directly.
- C. Keep engagement limited to central operations leaders and finance representatives because formal authority should define early participation.
- D. Ask station-support coordinators to run separate local discussions and share only major concerns after the impact workshop is complete.

Answer: A

Question: 3

A regional forestry products company is beginning an SAP cloud project to modernize how internal mill-support requests are coordinated. The sponsor asks the OCM lead to prepare a plan before the next project checkpoint. The measurable constraint is that the plan must show how early change activities will support later SAP Activate phase decisions without assuming all mill-level impacts are already known.

The OCM lead has early stakeholder notes, a draft awareness message, possible enablement groups, and unresolved transition concerns from production managers. These inputs are useful but not linked to phase milestones or refinement points. The environment is advisory and public-cloud oriented, with no confirmed product-specific UI activity. Leadership wants progress that can start immediately while remaining adaptable as stakeholder and impact evidence develops.

What should the OCM lead do first?

- A. Start with the awareness message because early communication gives leadership the clearest evidence that OCM work has begun.
- B. Convert the current OCM inputs into a fixed checklist and track completion against the planned go-live date.
- C. Build a phase-aligned OCM roadmap that connects stakeholder, impact, communication, enablement, and transition work to refinement checkpoints.
- D. Wait until mill-level impacts are fully confirmed so the OCM plan reflects a stable view of adoption risk.

Answer: D

Question: 4

A university administration team is implementing an SAP cloud project to modernize internal service-request handling. The learning lead is asked to create an enablement approach for administrative staff,

academic approvers, and service desk coordinators. The measurable constraint is that enablement must fit into short workday windows because the academic calendar leaves limited time before transition. Initial change impact findings show that administrative staff need practice with new request responsibilities, approvers need decision-timing clarity, and service desk coordinators need guidance on how to support users after go-live. A senior manager suggests recording one long orientation session and marking it as complete for all groups. The environment is advisory and functional, with no confirmed development or product-specific tooling context.

Which enablement approach best supports readiness within the limited time window?

- A. Record one comprehensive session for all groups and use completion tracking to confirm that the enablement requirement has been met.
- B. Create short role-based enablement modules supported by practical scenarios and targeted support guidance for the groups with different responsibilities.
- C. Train only service desk coordinators first so they can answer questions from administrative staff and approvers after the transition.
- D. Postpone enablement until after go-live because users will understand the new service-request model better through direct experience.

Answer: B

Topic: 2
Unified Scenario Exam

Question: 5

CHALLENGE 1 — Stakeholder Coverage Across Revised Rollout Scope

Mediflow's field service dispatch users were added after the initial rollout scope was defined. They currently receive most updates through weekly operations calls rather than through the formal stakeholder engagement structure.

What should the change manager validate first before using the existing communication plan for the revised rollout wave?

Response:

- A. Whether the operations calls include a recurring SAP project agenda item for field service dispatch updates
- B. Whether field service dispatch users are formally represented in the stakeholder map with an assigned engagement owner
- C. Whether the field service dispatch users can attend the same training sessions as warehouse supervisors
- D. Whether regional managers agree to forward all project messages to field service dispatch teams

Answer: B

Explanation:

Feedback:

Field service dispatch users were added after the stakeholder list was created, so formal stakeholder representation is the first dependency. Without an assigned engagement owner, later communications and enablement assignments may continue to miss or indirectly reach this affected group.

Question: 6

CHALLENGE 1 — Stakeholder Coverage Across Revised Rollout Scope

The northern region has named local change contacts, while the southern and western regions still rely on operational managers to pass information to end users. The stakeholder list was created during early discovery and has not been refreshed after the scope changed.

Which action best supports a consistent first-wave readiness baseline?

Response:

- A. Ask northern region change contacts to share their materials with the southern and western operational managers
- B. Refresh stakeholder coverage across all first-wave regions before finalizing communication ownership and enablement audiences
- C. Proceed with the current stakeholder list because at least one region already has local change contacts in place
- D. Delay all communication activities until every region has completed training registration and readiness surveys

Answer: B

Explanation:

Feedback:

The scenario shows uneven regional representation and a stakeholder list that no longer reflects the current rollout scope. Refreshing stakeholder coverage first creates the baseline needed for consistent communication ownership and enablement targeting.

Question: 7

CHALLENGE 2 — Communication Timing for Regional Readiness Alignment

The communication calendar still follows the earlier go-live assumption, but local managers are planning quarter-end inventory activities during the same period as user acceptance preparation.

What is the best next step for the change manager?

Response:

- A. Reconcile the communication calendar with the current rollout timeline and regional operational constraints before sending the next readiness message
- B. Send the existing communication package immediately so that all regions receive the same information at the same time
- C. Ask regional managers to postpone inventory activities until after user acceptance preparation is complete
- D. Replace the current communication calendar with ad hoc updates from the project manager during weekly status meetings

Answer: A

Explanation:

Feedback:

The calendar is based on an outdated timeline, and regional constraints affect whether messages lead to usable action. Reconciliation keeps communication aligned to the current rollout plan and avoids creating readiness confusion during UAT preparation.

Question: 8

CHALLENGE 2 — Communication Timing for Regional Readiness Alignment

The compliance team has requested consistent communications about changed approval responsibilities before cutover. At the same time, the steering group wants to protect the launch timeline.

Which option best handles this governance-vs-governance tension?

Response:

- A. Prioritize the launch timeline and allow each region to explain approval changes using local wording
- B. Issue a standardized approval-responsibility message with region-specific timing aligned to readiness activities
- C. Pause the rollout until every communication item has been reviewed by the compliance team
- D. Remove approval responsibility details from communications and cover them only during training sessions

Answer: B

Explanation:

Feedback:

The best response preserves governance consistency while allowing timing to reflect regional readiness activities. It addresses the compliance request without applying a blanket pause that could unnecessarily affect the launch timeline.

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