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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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.
Topic 3	• 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.
Topic 4	• Change Realization: This section of the exam measures the skills of a Transformation Consultant and includes the practical execution of change initiatives. It covers how change plans are implemented in real-world scenarios, ensuring that the intended benefits are realized and reinforced throughout the organization.
Topic 5	• Change Communication: This section of the exam measures the skills of a Change Manager and focuses on the communication plans and methods necessary for successful change. It involves designing communication strategies that engage stakeholders, promote transparency, and address concerns during the transition.
Topic 6	• 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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SAP Certified Associate - Organizational Change Management Sample Questions (Q25-Q30):

NEW QUESTION # 25
What is the difference between the high-level and the detailed change impact analysis?

- A. The high-level change impact analysis is scheduled in the SAP Activate Realize phase, whereas the detailed change impact analysis is scheduled in the SAP Activate Explore phase.
- B. The high-level change impact analysis is conducted on a business unit level, whereas the detailed change impact analysis is conducted on a business process level.
- C. The high-level change impact analysis is facilitated by the change manager, whereas the detailed change impact analysis is facilitated by the project lead.
- D. The high-level change impact analysis focuses on the as-is processes, whereas the detailed change impact analysis focuses on the to-be processes.

Answer: B

Explanation:
The high-level CIA provides a broad overview, while the detailed CIA dives deeper. Option B is correct because the high-level analysis assesses impacts at a business unit level (e.g., departments affected), while the detailed analysis drills down to specific processes (e.g., order-to-cash changes). Option A is incorrect-both are typically facilitated by the change manager. Option C is incorrect; both analyses consider as-is and to-be states, but the high-level is less granular. Option D is incorrect-high-level CIA occurs in Prepare/Explore, detailed in Explore/Realize, not as specified.
Extract from SAP OCM Concepts: High-level CIA is broad and unit-focused, while detailed CIA is process- specific (SAP Activate, OCM Workstream).

NEW QUESTION # 26
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 ensures the definition of the role-based course catalog for the project
- B. It serves as baseline to deliver enablement on time, to budget, and to quality
- C. It provides a clear direction for all enablement activities
- D. It supports the timely assignment of suitable trainers to enablement courses
- E. It helps to prepare all enablement related activities in a timely manner

Answer: B,C,E

Explanation:
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).

NEW QUESTION # 27
Which advice fosters a successful delivery of change communication activities? Note: There are 2 correct answers to this question.

- A. Don't overcommunicate.
- B. Develop a compelling, comprehensive change story.
- C. Focus on digital communication channels.
- D. Go for a good communication mix.

Answer: B,D

Explanation:
Effective change communication in SAP projects balances reach and clarity. Option A is correctbecause a mix of channels (e.g., emails, workshops, videos) ensures broad coverage and suits different preferences. Option D is correct as a compelling change story articulates the "why" and "what" of the project, fostering buy-in.
Option B is incorrect-while overcommunication can overwhelm, the advice to "not overcommunicate" lacks specificity and isn't a proactive strategy. Option C is also incorrect; over-reliance on digital channels may exclude non-digital users and isn't universally effective.
Extract from SAP OCM Concepts: SAP OCM emphasizes a varied communication approach and a strong narrative to drive engagement (SAP OCM Framework).

NEW QUESTION # 28
Which follow-up activities derived from a detailed change impact analysis are usually taken over by change management?

- A. Define new roles and responsibilities and adapt organizational policies and procedures
- B. Develop personas for the communication of the change impact and create communication assets
- C. Design the future operating model for impacted business units and plan the implementation
- D. Identify resource constraints within impacted business units and develop mitigation activities

Answer: B

Explanation:
A detailed change impact analysis (CIA), conducted in the SAP Activate Explore or Realize phase, identifies specific changes across processes, technology, organization, and people, leading to follow-up activities.
Option C is correct because change management typically takes over developing personas (e.g., "Finance Clerk Sarah") to tailor communication about impacts (e.g., how new processes affect her day) and creating assets (e.g., newsletters, videos) to convey these messages effectively. This aligns with SAP OCM's focus on translating CIA findings into stakeholder engagement strategies.
For instance, if the CIA shows a process change in accounts payable, change management might craft a persona-based FAQ to address user concerns, ensuring adoption through relatable messaging.
Option A is incorrect-defining roles/responsibilities and adapting policies (e.g., job descriptions, compliance rules) is typically an HR or organizational design task, often led by business leaders or project management, not change management, which focuses on people readiness, not structural redesign. Option B is incorrect; identifying resource constraints (e.g., staff shortages) and mitigation (e.g., hiring plans) falls under project management or business unit leadership, as it's operational rather than OCM-specific. Option D is incorrect- designing the future operating model (e.g., org charts, workflows) and planning its rollout is a strategic task for business architects or consultants, not change management, which supports rather than owns this process.
SAP OCM positions change management as the driver of communication and enablement post-CIA, not structural or resource adjustments.
"Change management takes on follow-up activities from a detailed CIA, such as developing personas and communication assets, to ensure stakeholders understand and adopt identified changes" (SAP Activate Methodology, OCM Workstream, Post-CIA Responsibilities).

NEW QUESTION # 29
What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

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

Answer: B,C,D

NEW QUESTION # 30

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