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## SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>• <b>Change Strategy:</b> This section of the exam measures the skills of a Change Manager and centers on formulating the right strategy for managing organizational change. It includes defining the direction, scope, and impact of change efforts while ensuring alignment with strategic business objectives.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>• <b>Change Realization:</b> 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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>• <b>Change Communication:</b> 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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>• <b>Organizational Change Management Methodology:</b> 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.</li> </ul>

Topic 5	<ul style="list-style-type: none"> <li>• <b>Change Enablement:</b> 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.</li> </ul>
Topic 6	<ul style="list-style-type: none"> <li>• <b>Change Effectiveness:</b> 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.</li> </ul>

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### SAP Certified Associate - Organizational Change Management Sample Questions (Q38-Q43):

#### NEW QUESTION # 38

Which skills and expertise should a change manager bring along to professionally support cloud projects?

Note: There are 3 correct answers to this question.

- A. In-depth know-how of the best practice processes implemented with the cloud solution
- **B. Comprehensive knowledge of the relevant change management concepts and tools**
- **C. Relevant methodological skills, such as facilitation, mediation, or problem-solving skills**
- **D. Excellent soft skills, such as being a good communicator, team player, and networker**
- E. Broad technical expertise regarding the implemented cloud solution

**Answer: B,C,D**

Explanation:

A change manager in SAP cloud projects needs people and process expertise. Option A is correct because soft skills (communication, teamwork, networking) are essential for engaging stakeholders and building trust.

Option D is correct as comprehensive knowledge of OCM concepts (e.g., SAP Activate tools) ensures professional execution.

Option E is correct because methodological skills (facilitation, mediation, problem-solving) enable effective workshops, conflict resolution, and planning.

Option B is incorrect-technical expertise is for IT roles; change managers focus on people, not system details. Option C is incorrect; process know-how is valuable but belongs to process owners or consultants, not the change manager's core skill set. SAP OCM prioritizes interpersonal and methodological competencies.

"Change managers require soft skills (communication, networking), OCM knowledge, and methodological skills (facilitation, problem-solving) to lead cloud projects effectively" (SAP Activate, Change Manager Competencies).

#### NEW QUESTION # 39

The stakeholder analysis in a cloud project reveals that two important business leaders belong to the "opponents" category. What are your favorite strategies? Note: There are 2 correct answers to this question.

- **A. Preventing opponents from forming an alliance against the project**
- B. Ignoring the opponents and focusing on the skeptics
- **C. Trying to reduce their influence on the project success**
- D. Working on changing their attitude towards the project

**Answer: A,C**

#### NEW QUESTION # 40

How is SAP's organizational change management framework connected with the SAP Activate methodology?

Note: There are 2 correct answers to this question.

- A. Each change management dimension is assigned to a specific SAP Activate phase
- **B. The start of each change management activity is assigned to one specific SAP Activate phase**
- C. The SAP Activate phases build the dimensions of the organizational change management framework
- **D. Some change management activities are executed in more than one SAP Activate phase**

**Answer: B,D**

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).

#### NEW QUESTION # 41

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

**Answer: A,C**

#### NEW QUESTION # 42

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

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

**Answer: B,C**

Explanation:

Effective change communication in SAP projects balances reach and clarity. Option A is correct because 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 # 43

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