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SAP C_OCM_2503 SAP Certified Associate - Organizational Change Management

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SAP Certified Associate - Organizational Change Management Sample Questions (Q77-Q82):

NEW QUESTION # 77

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

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

Answer: A,B

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 # 78

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

Answer: B,D

NEW QUESTION # 79

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

Answer: A,B,E

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 # 80

How would you describe the different dimensions of SAP's organizational change management framework?

Note: There are 3 correct answers to this question.

- A. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- B. Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.
- C. Change strategy covers activities to set up change management properly.
- D. Change realization includes activities to realize the business benefits associated with the cloud implementation.
- E. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.

Answer: B,C,D

Explanation:

SAP's OCM framework has key dimensions. Option A is correct-change strategy sets the foundation (e.g., planning, scoping). Option B is correct as realization focuses on delivering benefits (e.g., adoption). Option D is correct because leadership equips managers to manage change and resistance. Option C is incomplete- effectiveness evaluates impact but isn't fully defined here. Option E is a tactic, not a dimension; communication supports other dimensions.

Extract from SAP OCM Concepts: SAP OCM includes strategy, realization, and leadership as core dimensions (SAP OCM Framework).

NEW QUESTION # 81

What are possible people-related challenges that change management has to address during an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Users experience stress and frustration because they must unlearn previous habits.
- B. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.
- C. Users feel underchallenged and bored by additional repetitive tasks they have to take over.
- D. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.

Answer: A,B

Explanation:

SAP cloud implementations introduce significant people-related challenges that change management must mitigate. Option A is correct because the "not-invented-here" syndrome-where users reject external standards (e.g., SAP best practices) in favor of legacy processes-leads to resistance and lack of buy-in, a common barrier in cloud projects due to reduced customization. Option B is correct as users often face stress and frustration when unlearning old habits to adopt new workflows, especially with cloud solutions' standardized processes, which differ from familiar systems. This emotional response requires targeted enablement and support.

Option C is incorrect-users don't typically adapt the cloud solution technically (that's an IT role); their resistance is more about adoption, not technical customization skills. Option D is incorrect; cloud implementations aim to streamline tasks, not add repetitive ones, so boredom isn't a typical challenge- resistance stems from change, not monotony. SAP OCM focuses on overcomingattitudinal and behavioral hurdles to ensure adoption.

"People challenges include resistance from a 'not-invented-here' attitude and stress from unlearning old habits, requiring change management to foster acceptance and adaptation" (SAP OCM Framework, People- Related Challenges).

NEW QUESTION # 82

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