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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 3	• Change Strategy: 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.
Topic 4	• Organizational Change Management Methodology: 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.
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 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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q81-Q86):

NEW QUESTION # 81
Which advice fosters a successful delivery of change communication activities? Note: There are 2 correct answers to this question.

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

Answer: B,D

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 # 82
How should a change manager proceed when developing the initial change plan?

- A. Use a different planning tool than the project manager to enhance the visibility of change management within the project
- B. Only start the development when the available information allows detailed planning to avoid later adjustments
- C. Consider interdependencies between change management tasks and key project milestones to ensure synchronization with the project plan
- D. Align the initial change plan with the key stakeholders of the impacted business units to ensure their buy-in

Answer: C

Explanation:
The initial change plan, developed in the SAP Activate Prepare phase, sets the OCM roadmap. Option C is correct because considering interdependencies with project milestones (e.g., aligning training with system testing in Realize) ensures synchronization-e.g., if go-live shifts, communication must adjust, preventing misaligned efforts. This integration is vital in SAP Activate, where OCM supports technical delivery. For instance, stakeholder workshops might be timed before fit-to-standard sessions to prepare users, showing how OCM tasks hinge on project progress.
Option A is incorrect-using a different tool (e.g., separate software) risks silos and confusion, not visibility; alignment with the project plan (e.g., same Gantt chart) is standard. Option B is incorrect-waiting for full details contradicts agile principles; the initial plan is high-level and refined later (Explore/Realize), as early info is often incomplete. Option D is incorrect; while stakeholder alignment is valuable, it's a follow-up to ensure execution, not the development process, which focuses on planning first. SAP OCM prioritizes integration over isolation.
"Develop the initial change plan by considering interdependencies with project milestones, ensuring OCM activities synchronize with the overall implementation" (SAP Activate, Change Plan Development).

NEW QUESTION # 83
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. Working on changing their attitude towards the project
- B. Trying to reduce their influence on the project success
- C. Preventing opponents from forming an alliance against the project
- D. Ignoring the opponents and focusing on the skeptics

Answer: A,C

Explanation:
Dealing with opponents (stakeholders actively against the project) in SAP OCM requires proactive engagement. Option B is correct because preventing opponents from forming an alliance limits their collective impact, a strategy that involves monitoring interactions and addressing concerns individually to avoid a united front. Option C is correct as working to change their attitude-through tailored communication, involvement, or addressing specific objections-can convert opponents into supporters or neutrals, leveraging their influence positively.
Option A is incorrect; reducing influence (e.g., sidelining them) risks escalating resistance and alienating key leaders, which could harm project success. Option D is incorrect-ignoring opponents is risky, as their high influence (noted as "important business leaders") could derail progress; skeptics are less critical than active opponents. SAP OCM advocates managing resistance constructively rather than avoiding it.
"Strategies for opponents include preventing alliances and changing attitudes through engagement, ensuring their influence supports rather than hinders the project" (SAP Activate, Stakeholder Management Guidelines).

NEW QUESTION # 84
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. Broad technical expertise regarding the implemented cloud solution
- C. Comprehensive knowledge of the relevant change management concepts and tools
- D. Relevant methodological skills, such as facilitation, mediation, or problem-solving skills
- E. Excellent soft skills, such as being a good communicator, team player, and networker

Answer: C,D,E

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 # 85
The project leadership team agreed on the pulse check objectives, focus topics, target groups, and guiding principles. What are the next steps that must be executed to set up a pulse check? Note: There are 2 correct answers to this question.

- A. Plan the survey waves for the remaining project duration
- B. Inform the steering committee about the time schedule for the pulse check
- C. Develop the questions and prepare the questionnaire in a survey platform
- D. Involve employee representatives if required due to legal regulations

Answer: C,D

Explanation:
A pulse check in SAP OCM is a quick, targeted survey to gauge stakeholder sentiment (e.g., readiness, adoption) at key project points, often in Deploy or Run phases. After agreeing on objectives (e.g., assess go- live confidence), focus topics (e.g., training effectiveness), target groups (e.g., key users), and principles (e.g., anonymity), the next steps operationalize it. Option B is correct because involving employee representatives (e.g., works council) is mandatory in some regions (e.g., Germany) due to legal requirements around employee data collection. This ensures compliance-e.g., if surveying a warehouse team, the works council might need to approve questions to protect worker rights, avoiding legal risks that could halt the process.
Option C iscorrect as developing questions (e.g., "Do you feel prepared for the new system?") and preparing the questionnaire in a survey platform (e.g., Qualtrics) translates objectives into actionable data collection.
This step is critical-without questions, there's no pulse check; a poorly designed survey (e.g., vague queries) yields useless results, while a platform ensures efficient distribution and analysis.
Option A is incorrect-planning survey waves for the entire project assumes multiple checks, but a pulse check is a single, focused snapshot; ongoing planning happens later if needed. Option D is incorrect; informing the steering committee about the schedule is a courtesy, not a "must" step-execution precedes reporting. SAP OCM stresses compliance and question design as immediate priorities post-agreement.
"After defining pulse check parameters, involve employee representatives for legal compliance where required, and develop questions with a survey platform to enable effective execution" (SAP Activate Methodology, OCM Workstream, Pulse Check Setup).

NEW QUESTION # 86
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