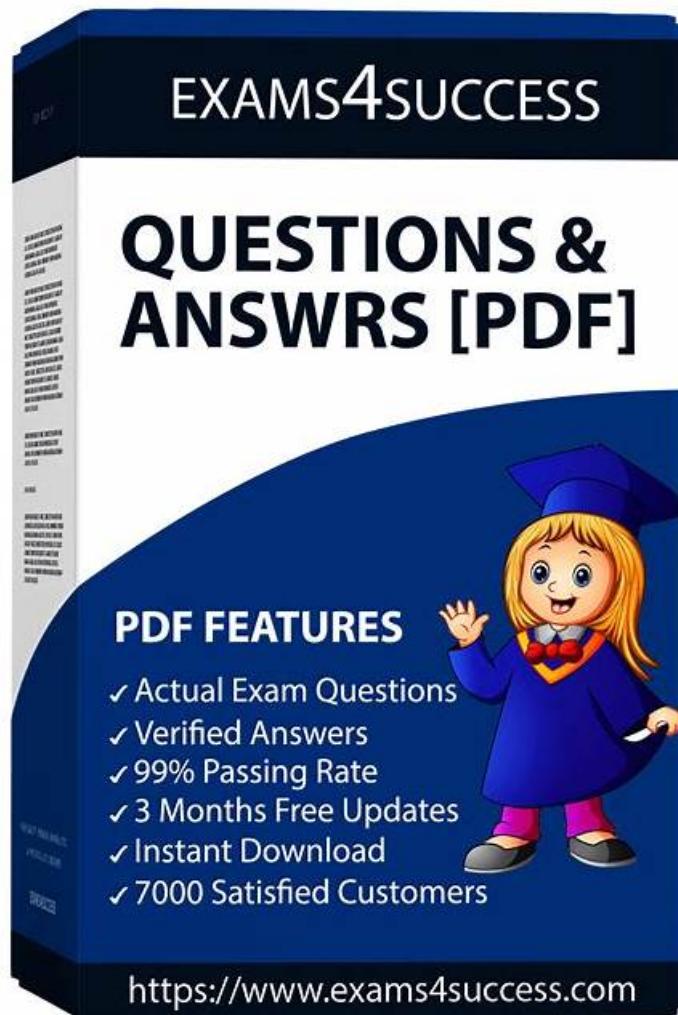


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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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 2	<ul style="list-style-type: none">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 3	<ul style="list-style-type: none"> 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 4	<ul style="list-style-type: none"> 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 5	<ul style="list-style-type: none"> 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.
Topic 6	<ul style="list-style-type: none"> 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.

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SAP Certified Associate - Organizational Change Management Sample Questions (Q26-Q31):

NEW QUESTION # 26

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

Answer: B,C

NEW QUESTION # 27

What should a change manager keep in mind when identifying stakeholder groups?

- A. Management teams are not listed as separate stakeholder groups
- B. The stakeholder identification is a one-time activity
- C. The number of impacted employees should be documented**
- D. A business unit should be broken down into about five stakeholder groups

Answer: C

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) builds the foundation for engagement. Option B is correct because documenting the number of impacted employees-e.g., "50 warehouse staff affected by inventory changes"-quantifies the scope, aiding resource planning (e.g., training sessions) and impact assessment (e.g., resistance scale). Without this, efforts might under- or

over-allocate, like scheduling one session for 200 users, overwhelming trainers.

Option A is incorrect-arbitrarily setting "five groups" per unit lacks basis; groups (e.g., key users, managers) depend on impact, not a fixed number. Option C is incorrect-management teams are distinct stakeholders if impacted (e.g., finance leads losing report customization), requiring specific strategies. Option D is incorrect; identification iterates as the project evolves (e.g., new units added in later waves). SAP OCM emphasizes scale documentation for practical planning.

"When identifying stakeholder groups, document the number of impacted employees to assess the scale and tailor change management efforts accordingly" (SAP Activate, Stakeholder Identification Guidelines).

NEW QUESTION # 28

A repeated stakeholder analysis for the management team of an impacted business unit reveals that targeted communication activities for one opponent do not have the desired impact on the opponent's attitude. What would you recommend as a next activity?

- A. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.
- B. Provide specific enablement sessions to positively influence the opponent's attitude.
- C. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.
- D. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.

Answer: A

Explanation:

When communication fails to shift an opponent's attitude, escalation to a higher authority like the project sponsor is a strategic move in SAP OCM. Option C is correct because the sponsor's involvement leverages their influence to address resistance, aligning with SAP's emphasis on leadership support in stakeholder management. Option A is incorrect-financial incentives are not a standard OCM practice and may undermine genuine buy-in. Option B is impractical; steering committee meetings are for decision-making, not resolving individual resistance. Option D could help but is less effective than sponsor engagement, as enablement alone may not address deeper concerns.

Extract from SAP OCM Concepts: SAP Activate recommends leveraging senior leadership (e.g., sponsors) to manage resistant stakeholders (SAP OCM Framework, Stakeholder Management).

NEW QUESTION # 29

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

Answer: A,C

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 overcoming attitudinal 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 # 30

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

Answer: C,D

NEW QUESTION # 31

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