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Exam : C_OCM_2503

Title : SAP Certified Associate - Organizational Change Management

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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 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.

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SAP Certified Associate - Organizational Change Management Sample Questions (Q12-Q17):

NEW QUESTION # 12
Which approach is suitable for conducting a communication needs analysis?

- A. Setting up the analysis as a project activity, because it allows fast execution and fosters team spirit
- B. Interviewing selected business users to explore their individual communication needs, because aggregating this data reveals important insights
- C. Conducting workshops in all impacted business units, because it gives the employees the feeling of being heard
- D. Approaching managers or dedicated experts, because it is efficient and avoids unrealistic expectations

Answer: B

Explanation:
A communication needs analysis in SAP OCM identifies what information stakeholders require, when, and how. Option B is correct because interviewing selected business users (e.g., key users from different units) allows the change manager to explore individual needs-such as preferred channels (email vs. meetings) or content (updates vs. training)-and aggregate these into a comprehensive plan. For instance, a finance user might need detailed process updates, while a warehouse user wants quick system tips. This targeted, qualitative approach uncovers nuances that broad methods miss, ensuring tailored communication that drives adoption. Option A is incorrect-relying only on managers/experts is efficient but risks missing end-user perspectives, leading to top-down assumptions and unmet needs. Option C is vague; "project activity" isn't a method, and speed/team spirit aren't primary goals-accuracy is. Option D is impractical-workshops across all units are resource-intensive and may raise expectations without delivering actionable insights, diluting focus. SAP OCM favors user-centric, data-driven methods like interviews for communication planning. "Conduct a communication needs analysis by interviewing selected business users to gather and aggregate insights, ensuring messages meet specific stakeholder requirements" (SAP OCM Framework, Communication Needs Analysis).

NEW QUESTION # 13
What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. The HR department
- B. Employee representative or works council
- C. The IT department
- D. Senior managers of impacted business units
- E. The project sponsor

Answer: A,D,E

NEW QUESTION # 14
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 feel underchallenged and bored by additional repetitive tasks they have to take over.
- B. Users experience stress and frustration because they must unlearn previous habits.
- C. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.
- D. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.

Answer: B,D

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 # 15
What are success factors for the different dimensions of the change management framework? Note: There are
3 correct answers to this question.

- A. Regarding change realization, it is important to actively support the business units in the development of a new operating model.
- B. Regarding change communication, it is important to develop a compelling, comprehensive change story.
- C. Regarding change leadership, it is important to establish stakeholder management as an ongoing activity.
- D. Regarding change effectiveness, it is important to use a balanced combination of change effectiveness measures.
- E. Regarding change strategy, it is important to fulfill the expectations towards change management.

Answer: A,C,D

Explanation:
SAP's OCM framework includes dimensions like realization, leadership, and effectiveness. Option A is correct because change realization involves supporting business units to adopt new models post- implementation. Option C is correct as change leadership requires ongoing stakeholder management to sustain support. Option D is correct because effectiveness relies on diverse metrics (e.g., adoption rates, satisfaction) to assess impact. Option B is vague and not a specific success factor-meeting expectations is an outcome, not a driver. Option E, while important, is a communication tactic, not a framework-wide success factor.
Extract from SAP OCM Concepts: Success factors in SAP OCM include support for realization, continuous leadership, and robust effectiveness measures (SAP OCM Framework).

NEW QUESTION # 16
The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the

"supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

- A. Ask them to exert pressure on the skeptics in their area of responsibility
- B. Involve them in project activities to facilitate design decisions
- C. Use their positive attitude to influence others in their area of responsibility
- D. Assign them project roles to increase their influence on the success of the project

Answer: B,D

NEW QUESTION # 17
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