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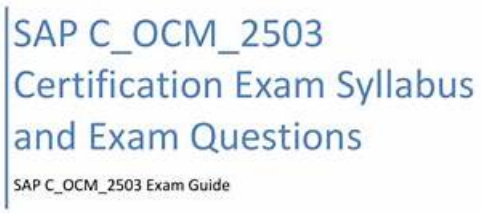

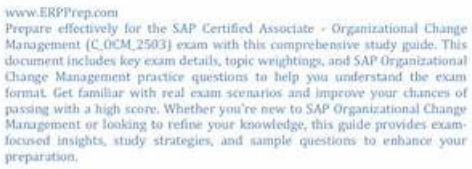

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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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 2	• 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 3	• 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 4	• 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	• 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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q73-Q78):

NEW QUESTION # 73
How does working with personas help to convey stakeholder-specific messages in cloud projects?

- A. Personas that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy
- B. Personas with relevant IT and process competencies for a specific stakeholder group support the communication of facts and figures, because the personas are considered to be credible experts for the communicated content
- C. Personas representing innovators and visionaries within the represented stakeholder group trigger the reflection of communicated messages, because users are motivated to challenge their previous assumptions
- D. Personas with similar demographics and attitudes of the represented stakeholder group allow you to address emotions instead of just conveying facts, because users identify with the persona and build empathy

Answer: D

Explanation:
Personas in SAP OCM are fictional profiles representing stakeholder groups (e.g., "Finance UserAnna") to tailor communication. Option A is correct because personas mirroring demographics (e.g., age, role) and attitudes (e.g., skeptical) resonate emotionally with users, who see themselves in the persona. This empathy shifts focus from dry facts (e.g., "new system features") to feelings (e.g., "how it helps me"), enhancing message impact. For example, a persona like "Manager Mike, 45, cautious but open" can address fears while highlighting benefits, making communication relatable.
Option B is incorrect-opinion leader resemblance might build trust, but unconscious perception isn't the primary mechanism; identification is. Option C is incorrect; innovators/visionaries may inspire, but triggering reflection isn't the core purpose-adoption is. Option D is incorrect; personas aren't experts for facts-they' re tools for emotional connection, not technical credibility. SAP OCM uses personas to humanize communication.
"Personas reflecting stakeholder demographics and attitudes enable emotional messaging, fostering empathy and identification to

drive adoption" (SAP OCM Framework, Persona Development).

NEW QUESTION # 74
Why is it important to continuously manage user adoption after the go-live of a new cloud solution?Note:
There are 2 correct answers to this question.

- A. Because the user's interaction with the cloud solution drives the sizing of the IT infrastructure and the calculation of subscription fees.
- B. Because users frequently change their attitude towards the cloud solution which requires continuous management attention.
- C. Because the insights help to identify hurdles or issues hindering sustained user adoption.
- D. Because users need to accept and consume new functions and features provided with each release cycle.

Answer: C,D

Explanation:
Post-go-live adoption management is critical in SAP cloud projects due to ongoing updates. Option C is correct because cloud solutions (e.g., S/4HANA Cloud) release new features regularly, requiring users to adapt continually. Option D is correct as monitoring adoption identifies barriers (e.g., resistance, skill gaps) for resolution. Option A is incorrect-attitude shifts may occur but aren't the primary focus. Option B is incorrect; infrastructure sizing is a technical concern, not an adoption driver.
Extract from SAP OCM Concepts: SAP Activate's Run phase emphasizes sustaining adoption through feature updates and issue resolution (SAP OCM Framework).

NEW QUESTION # 75
Which follow-up activities derived from a detailed change impact analysis are usually taken over by change management?

- A. Develop personas for the communication of the change impact and create communication assets
- B. Design the future operating model for impacted business units and plan the implementation
- C. Define new roles and responsibilities and adapt organizational policies and procedures
- D. Identify resource constraints within impacted business units and develop mitigation activities

Answer: A

Explanation:
A detailed change impact analysis (CIA), conducted in the SAP Activate Explore or Realize phase, identifies specific changes across processes, technology, organization, and people, leading to follow-up activities.
Option C is correct because change management typically takes over developing personas (e.g., "Finance Clerk Sarah") to tailor communication about impacts (e.g., how new processes affect her day) and creating assets (e.g., newsletters, videos) to convey these messages effectively. This aligns with SAP OCM's focus on translating CIA findings into stakeholder engagement strategies. For instance, if the CIA shows a process change in accounts payable, change management might craft a persona-based FAQ to address user concerns, ensuring adoption through relatable messaging.
Option A is incorrect-defining roles/responsibilities and adapting policies (e.g., job descriptions, compliance rules) is typically an HR or organizational design task, often led by business leaders or project management, not change management, which focuses on people readiness, not structural redesign. Option B is incorrect; identifying resource constraints (e.g., staff shortages) and mitigation (e.g., hiring plans) falls under project management or business unit leadership, as it's operational rather than OCM-specific. Option D is incorrect- designing the future operating model (e.g., org charts, workflows) and planning its rollout is a strategic task for business architects or consultants, not change management, which supports rather than owns this process.
SAP OCM positions change management as the driver of communication and enablement post-CIA, not structural or resource adjustments.
"Change management takes on follow-up activities from a detailed CIA, such as developing personas and communication assets, to ensure stakeholders understand and adopt identified changes" (SAP Activate Methodology, OCM Workstream, Post-CIA Responsibilities).

NEW QUESTION # 76
Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Frequency of use and owner of the channel
- B. Estimated costs per change communication activity via the channel

- C. Stakeholders or stakeholder groups targeted by the channel
- D. Name and short description of the channel
- E. Degree of standardization required for the channel

Answer: A,C,D

Explanation:
A communication channel analysis in SAP OCM evaluates how channels support change communication.
Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.
Option A is incorrect-"degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis-budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.
"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework,Communication Planning).

NEW QUESTION # 77
An SAP cloud project is supported by an external change management advisor and an internal change manager in a delivery role. How would you assign the responsibilities? Note: There are 3 correct answers to this question.

- A. The internal change manager executes change management tasks, such as change communication activities.
- B. The external change manager provides the change management approach and delivers "best practice" tools and templates.
- C. The external change manager takes over the holistic responsibility for the change management support of the project.
- D. The internal change manager ensures that an ongoing change management know-how transfer is established.
- E. The external change manager develops the overall plans and concepts for change management in the project.

Answer: A,B,D

Explanation:
In SAP projects, external advisors bring expertise, while internal managers operationalize it. Option A is correct because the internal change manager, embedded in the organization, ensures knowledge transfer for sustainability. Option C is correct as the internal manager executes tasks (e.g., communication) due to their proximity to stakeholders. Option E is correct because the external advisor provides strategic approaches and tools (e.g., templates from SAP Activate), leveraging their expertise. Option B is incorrect-developing plans is collaborative, not solely external. Option D is incorrect; holistic responsibility is shared, not fully outsourced. This division balances external best practices with internal execution.
"External advisors provide best-practice approaches and tools, while internal change managers execute activities and ensure knowledge transfer for long-term capability" (SAP Activate Methodology, Change Management Roles and Responsibilities).

NEW QUESTION # 78
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