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C_OCM_2503

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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<ul style="list-style-type: none">• 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	<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 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 5	<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 6	<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 7	<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

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

Answer: A,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 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 # 27

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

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

Answer: A,D,E

NEW QUESTION # 28

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 representing innovators and visionaries within the represented stakeholder group trigger the reflection of communicated messages, because users are motivated to challenge their previous assumptions
- C. 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
- D. 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

Answer: C

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 # 29

How is the cooperation between project management and change management during a cloud implementation organized?

- A. Project management focuses on the organizational level, change management on the individual and group level.
- B. Project management focuses on the objectives of the project, change management on the vision of the project.
- C. Project management focuses on the project tasks, change management on the cooperation within the project team.
- D. Project management focuses on the hard factors, change management on the soft factors.

Answer: D

Explanation:

In SAP Activate, project management (PM) and change management (CM) have distinct roles. Option D is correct-PM handles "hard factors" (e.g., timelines, budgets), while CM addresses "soft factors" (e.g., people, adoption). Option A is incorrect-CM doesn't manage team cooperation. Option B is misleading; both levels overlap. Option C is incorrect-PM and CM share objectives and vision. This division ensures technical and human aspects are covered.

"Project management drives hard factors like schedule and scope, while change management focuses on soft factors like adoption and resistance" (SAP Activate, PM and CM Collaboration).

NEW QUESTION # 30

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

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

Answer: B,C

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 # 31

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