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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	• 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	• 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 5	• 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	• 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 (Q46-Q51):

NEW QUESTION # 46
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. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- D. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.

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 # 47
What are the key elements of a user adoption strategy for an SAP cloud implementation? Note: There are 2 correct answers to this

question.

- A. Agreed list of appropriate user adoption indicators before and after go-live
- B. Agreed catalog of strategies to mitigate user adoption risks or issues
- C. Defined process for monitoring the selected user adoption indicators
- D. Identified business stakeholders to be informed about the analysis results

Answer: A,C

Explanation:
A user adoption strategy in SAP OCM ensures sustained system use. Option B is correct because a defined monitoring process (e.g., monthly usage reports) tracks indicators like login frequency, ensuring adoption is measured systematically. Option C is correct as an agreed list of indicators (e.g., transaction completion rates pre-go-live, satisfaction scores post-go-live) provides clear metrics to assess success, set during planning (Prepare/Explore).
Option A is incorrect-"catalog of strategies" is vague; mitigation is part of broader OCM, not the adoption strategy's core. Option D is incorrect; identifying stakeholders for results is operational, not a key element of the strategy itself. SAP OCM focuses on measurable adoption drivers.
"A user adoption strategy includes a monitoring process and agreed indicators to track and ensure successful system uptake" (SAP Activate, User Adoption Strategy).

NEW QUESTION # 48
What are the key target groups of the learning needs analysis of an SAP project?

- A. Business users and suppliers
- B. Project team and business users
- C. Managers and employees
- D. IT team and software providers

Answer: B

Explanation:
The learning needs analysis (LNA) in an SAP project identifies training requirements for those directly involved or impacted. Option D is correct because the project team (e.g., implementers) and business users (e.
g., end-users) are the primary groups needing enablement to execute and adopt the solution. Option A is too broad-managers and employees include non-users. Option B is incorrect; software providers are external and not typically trained. Option C is incorrect-suppliers are not primary targets for internal system training.
Extract from SAP OCM Concepts: The LNA targets project team and business users to ensure effective enablement (SAP Activate, Enablement Workstream).

NEW QUESTION # 49
During a change network kick-off meeting, a change agent openly reports that he has beennominated by his manager against his will. How should the change manager react in this situation?

- A. Ask the change agent to find a substitute within his unit
- B. Try to convince the change agent to take over the role anyway
- C. Clarify the issue with him bilaterally after the change network meeting
- D. Request the change agent to leave the kick-off meeting

Answer: C

Explanation:
A reluctant change agent at a kick-off meeting poses a challenge, and the change manager must respond constructively. Option B is correct because a bilateral discussion post-meeting-e.g., asking "What's your concern?"-allows the change manager to understand the reluctance (e.g., workload, disinterest) privately, avoiding public confrontation and tailoring a solution (e.g., support, reassignment). This respects the agent's feelings while maintaining network morale.
Option A is incorrect-asking for a substitute shifts responsibility to the agent, potentially alienating him and disrupting the meeting. Option C is incorrect; convincing him on the spot risks resistance or resentment, undermining his effectiveness. Option D is incorrect-ejecting him is harsh, damages trust, and weakens the network's start. SAP OCM favors discreet, empathetic handling of such issues.

"Address a reluctant change agent's concerns bilaterally after the meeting to resolve issues constructively and preserve network cohesion" (SAP Activate, Change Network Management).

NEW QUESTION # 50

Which communication activities are suitable to celebrate the success of a cloud implementation project? Note:
There are 3 correct answers to this question.

- A. All-employee meeting allowing the project team members to talk about their individual contributions to the project
- B. Appreciation e-mail from the project lead to the change agents with their managers in cc
- C. E-mail from the change manager to all impacted users describing the project achievements
- D. Video with testimonials from different users posted in the corporate intranet
- E. "Thank you" e-mail from the project sponsor to the project team members

Answer: B,D,E

Explanation:
Celebrating success in SAP OCM (Run phase) reinforces morale and adoption. Option A is correct because an appreciation e-mail from the project lead to change agents, with managers copied, recognizes their efforts and boosts visibility. Option B is correct as a "thank you" e-mail from the sponsor to the project team acknowledges their role, leveraging the sponsor's authority. Option E is correct because a video with user testimonials on the intranet shares success stories broadly, inspiring others.
Option C is incorrect-an all-employee meeting with team members discussing contributions risks being too detailed and less engaging for a broad audience; celebrations should be concise. Option D is incorrect; an e- mail from the change manager to users focuses on informing, not celebrating, and lacks the personal touch of leadership recognition. SAP OCM emphasizes impactful, leadership-driven celebrations.
"Celebrate success with leadership emails to agents and teams, and user testimonial videos, to reinforce achievement and engagement" (SAP Activate, Post-Go-Live Communication).

NEW QUESTION # 51

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