



Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>
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### **SAP Certified Associate - Organizational Change Management Sample Questions (Q25-Q30):**

#### **NEW QUESTION # 25**

Which communication tasks usually fall into the area of responsibility of change management during the go-live phase of a cloud implementation? Note: There are 2 correct answers to this question.

- A. Organize a Q&A session for key users
- B. Collect requirements for workflow adjustments
- C. Inform external suppliers about key process changes
- D. Send out information about ad-hoc support options

**Answer: A,D**

Explanation:

During the go-live phase (SAP Activate Deploy phase), change management focuses on supporting end-users to ensure adoption and smooth transition. Option C is correct because organizing Q&A sessions for key users addresses immediate concerns, fosters confidence, and aligns with OCM's role in facilitating two-way communication. Option D is correct as sending out ad-hoc support information (e.g., helpdesk contacts) ensures users know where to turn for help, a critical task to sustain adoption post-go-live.

Option A is incorrect-informing external suppliers is typically a business or procurement responsibility, not OCM's focus. Option B is also incorrect; collecting workflow adjustment requirements is a technical or process owner task, not a communication duty of change management. In SAP OCM, communication tasks at go-live prioritize user enablement and support over external or technical adjustments.

"In the Deploy phase, change management executes communication activities such as user Q&A sessions and support announcements to reinforce adoption and address immediate post-go-live needs" (SAP Activate Methodology, Change Management Workstream, Deploy Phase).

#### **NEW QUESTION # 26**

How would you carry out a high-level change impact analysis?

- A. Analyze the differences between as-is and to-be processes
- B. Define and assess key change impact metrics
- C. Conduct interviews and workshops with key project stakeholders
- D. Set up a survey within the project team

**Answer: C**

Explanation:

A high-level change impact analysis (CIA) in SAP OCM gathers broad insights early on. Option C is correct because interviews and workshops with stakeholders (e.g., business leads) provide a comprehensive view of impacts across units. Option A is incorrect-surveys are too narrow and project-team focused. Option B is part of detailed CIA, not high-level. Option D is a follow-up, not the method itself. SAP emphasizes stakeholder engagement for high-level CIA.

"Conduct high-level change impact analysis through stakeholder interviews and workshops to assess broad impacts" (SAP Activate,

OCM Workstream, Prepare Phase).

### NEW QUESTION # 27

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

- A. 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
- 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 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
- D. Personas that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy

**Answer: A**

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 # 28

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

**Answer: A,D**

### NEW QUESTION # 29

What are the benefits of a change story for an SAP cloud project? Note: There are 2 correct answers to this question.

- A. The change story serves as the basis for all project-related communication assets, ensuring consistent messaging.
- B. Elaborating and aligning the change story with the key project stakeholders helps to create a shared understanding of the project.
- C. Integrating key opponents into the development of the change story fosters an attitude change and reduces resistance.
- D. As the change story is updated on an ongoing basis, it provides important input for refining the change plan.

**Answer: A,B**

Explanation:

The change story drives alignment and consistency. Option A is correct because it standardizes communication assets (e.g., presentations). Option B is correct as collaboration with stakeholders builds consensus. Option C is incorrect-opponents may resist inclusion, and it's not a primary benefit. Option D is incorrect; the change story informs, but updates don't directly refine the plan. Extract from SAP OCM Concepts: The change story ensures consistent messaging and shared understanding (SAP OCM Framework, Communication).

## NEW QUESTION # 30

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