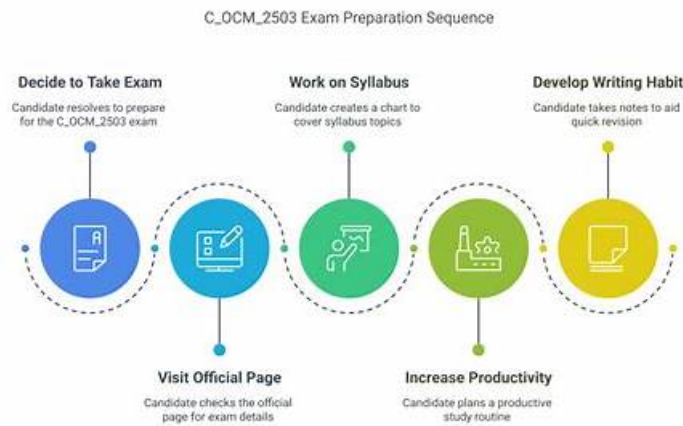


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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<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 3	<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 4	<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.
Topic 5	<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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q47-Q52):

NEW QUESTION # 47

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

- A. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list
- B. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan
- C. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan
- D. Refer to the advantages of an agile approach for continuously updating and refining the change plan

Answer: B,D

Explanation:

At a project's start (Prepare phase), a detailed change plan for all waves is premature due to evolving variables in a large-scale SAP cloud implementation. Option A is correct because an agile approach-where the plan starts high-level and is iteratively refined (e.g., after each wave's lessons learned)-aligns with SAP Activate's flexibility. For example, initial resistance might shift priorities, requiring adjustments; agility accommodates this. Option D is correct as early granular planning wastes effort-e.g., scheduling training for Wave 3 before Wave 1's scope is clear is risky when requirements, timelines, or resources might change. This reflects SAP's pragmatic stance on planning amidst uncertainty.

Option B is incorrect-offering only a generic plan with an "open activity list" dismisses the project lead's request without constructive dialogue, undermining collaboration. Option C is incorrect; demanding a detailed project plan shifts responsibility unrealistically-OCM aligns with the project, not vice versa, and early details are often unavailable. The change manager should educate and adapt, not deflect or overpromise. SAP OCM balances responsiveness with realism.

"Respond to early detailed plan requests by advocating an agile, iterative approach and noting that granular planning is inefficient due to early-stage uncertainties" (SAP Activate, Change Plan Development Guidelines).

NEW QUESTION # 48

What are possible options for setting up organizational change management in the project organization? Note: There are 3 correct answers to this question.

- A. As a cross-topic
- B. As a separate project
- C. As part of the functional sub-projects

- D. As a staff unit
- E. As a subproject

Answer: A,D,E

Explanation:

OCM can be integrated into an SAP project in various ways. Option B is correct because treating OCM as a cross-topic ensures it spans all project areas (e.g., communication, training), aligning with SAP Activate's holistic approach. Option D is correct as a subproject allows OCM to have its own plan and resources under the main project. Option E is correct because a staff unit (e.g., reporting to the project lead) provides dedicated support without separate project status. Option A is incorrect—OCM is rarely a standalone project, as it supports the main implementation. Option C is also incorrect; embedding OCM in functional sub-projects dilutes its focus across technical areas.

Extract from SAP OCM Concepts: SAP Activate supports OCM as a cross-functional, subproject, or staff function to ensure alignment with project goals (SAP OCM Framework).

NEW QUESTION # 49

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. Provide specific enablement sessions to positively influence the opponent's attitude.
- B. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.
- C. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.
- D. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the project.

Answer: C

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 # 50

What are the special characteristics of SAP's organizational change management framework? Note: There are 3 correct answers to this question.

- A. It supports an agile way of working
- B. It is aligned with the SAP Activate implementation methodology
- C. It is only suitable for large-scale, complex cloud deployments
- D. It contains activities that help to enhance system performance
- E. It is targeted at fostering fast and sustainable user adoption

Answer: A,B,E

Explanation:

SAP's OCM framework is designed to support cloud implementations effectively. Option A is correct because it supports agility—e.g., iterative planning and adjustments (like refining communication post-wave) mirror SAP Activate's flexible approach, adapting to project shifts. Option B is correct as it's tightly aligned with SAP Activate, mapping OCM activities (e.g., stakeholder analysis in Prepare) to its phases, ensuring seamless integration with technical delivery. Option E is correct because fostering fast, sustainable adoption—e.g., through enablement and adoption metrics in Run—is the framework's core goal, ensuring users embrace the system long-term, not just at go-live.

Option C is incorrect—it's versatile, not limited to large-scale projects; small or mid-size implementations also benefit from its principles. Option D is incorrect; enhancing system performance is a technical task (e.g., IT optimization), not OCM's focus, which is people-centric. SAP OCM's unique blend of agility, methodology alignment, and adoption focus sets it apart.

"SAP's OCM framework is agile, aligned with SAP Activate, and targets fast, sustainable user adoption to maximize cloud implementation success" (SAP OCM Framework, Key Characteristics).

NEW QUESTION # 51

What are possible options for setting up organizational change management in the project organization? Note: There are 3 correct answers to this question.

- A. As a cross-topic
- B. As part of the functional sub-projects
- C. As a staff unit
- D. As a subproject
- E. As a separate project

Answer: A,D,E

NEW QUESTION # 52

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