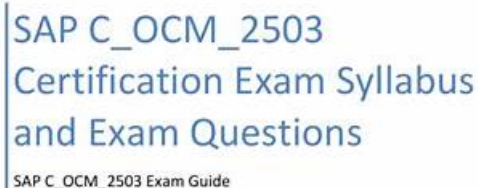


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Prepare effectively for the SAP Certified Associate - Organizational Change Management (C_OCM_2503) exam with this comprehensive study guide. This document includes key exam details, topic weightings, and SAP Organizational Change Management practice questions to help you understand the exam format. Get familiar with real exam scenarios and improve your chances of passing with a high score. Whether you're new to SAP Organizational Change Management or looking to refine your knowledge, this guide provides exam-focused insights, study strategies, and sample questions to enhance your preparation.

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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	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	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.

Topic 3	• 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 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.

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SAP Certified Associate - Organizational Change Management Sample Questions (Q14-Q19):

NEW QUESTION # 14

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

Answer: B,C,E

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 # 15

What are typical aspects that can keep the change agents motivated to engage in the change network of a cloud project? Note: There are 3 correct answers to this question.

- A. Prospect of a skill development regarding project management
- **B. Chance to look behind the scenes of a business transformation**
- **C. Possibility to foster their own visibility within the organization**

- D. Opportunity to influence the design of the new business processes
- E. Occasion to exchange with peers from different units

Answer: B,C,E

Explanation:

Change agents in SAP OCM are key employees who support adoption within their units, and motivation is critical to their effectiveness in a cloud project's change network. Option A is correct because fostering visibility-e.g., being recognized by leadership during a townhall-boosts their professional profile, making their role rewarding. Imagine an agent praised for rallying their team; this public acknowledgment drives engagement. Option B is correct as peer exchange across units (e.g., in network meetings) offers collaboration and learning-e.g., a sales agent sharing tips with a finance agent-building a sense of community and value. Option E is correct because looking behind the scenes of a transformation (e.g., understanding why cloud standardization was chosen) satisfies curiosity and gives agents a privileged perspective, enhancing their investment in the project.

Option C is incorrect-designing business processes is typically a task for process owners or consultants during fit-to-standard workshops (Explore phase), not change agents, who focus on communication and support, not process creation. Option D is also incorrect; while skill development (e.g., project management) might occur incidentally, it's not a primary motivator or structured outcome for agents, who are selected for influence, not training. SAP OCM emphasizes intrinsic and social motivators like visibility, connection, and insight to sustain agent enthusiasm, aligning with their role as grassroots advocates.

"Motivate change agents with opportunities for visibility, peer exchange, and insight into the transformation to maintain their active engagement in the change network" (SAP Activate Methodology, Change Network Motivation Strategies).

NEW QUESTION # 16

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

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

Answer: C

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 # 17

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

Answer: A,D,E

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff-e.g., warehouse workers impacted by inventory changes-ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.

Option B is incorrect-HR might provide general employee data but lacks project-specific impact insight.

Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a

comprehensive stakeholder map.

"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

NEW QUESTION # 18

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

- A. Degree of standardization required for the channel
- **B. Frequency of use and owner of the channel**
- C. Estimated costs per change communication activity via the channel
- **D. Stakeholders or stakeholder groups targeted by the channel**
- **E. Name and short description of the channel**

Answer: B,D,E

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 # 19

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