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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	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 2	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 3	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 4	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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q37-Q42):

NEW QUESTION # 37

What should a change manager keep in mind when identifying stakeholder groups?

- A. The stakeholder identification is a one-time activity
- B. Management teams are not listed as separate stakeholder groups
- C. A business unit should be broken down into about five stakeholder groups
- D. The number of impacted employees should be documented

Answer: D

Explanation:

Identifying stakeholder groups in SAP OCM (Prepare phase) builds the foundation for engagement. Option B is correct because documenting the number of impacted employees-e.g., "50 warehouse staff affected by inventory changes"-quantifies the scope, aiding resource planning (e.g., training sessions) and impact assessment (e.g., resistance scale). Without this, efforts might under- or over-allocate, like scheduling one session for 200 users, overwhelming trainers.

Option A is incorrect-arbitrarily setting "five groups" per unit lacks basis; groups (e.g., key users, managers) depend on impact, not a fixed number. Option C is incorrect-management teams are distinct stakeholders if impacted (e.g., finance leads losing report customization), requiring specific strategies. Option D is incorrect; identification iterates as the project evolves (e.g., new units added in later waves). SAP OCM emphasizes scale documentation for practical planning.

"When identifying stakeholder groups, document the number of impacted employees to assess the scale and tailor change management efforts accordingly" (SAP Activate, Stakeholder Identification Guidelines).

NEW QUESTION # 38

What is the added value of a high-level change impact analysis? Note: There are 3 correct answers to this question.

- A. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.

- B. It provides an initial systematic overview of the amount and the nature of the upcoming changes.
- C. It delivers input for communication activities, making the implications of the project more tangible.
- D. It reveals key project risks that can be integrated into the project's risk management at an early stage.
- E. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.

Answer: A,B,D

Explanation:

A high-level change impact analysis (CIA) is conducted early in an SAP project (typically in the Prepare or Explore phase of SAP Activate) to assess the scope and scale of changes. Option A is correct because identifying risks (e.g., resistance or resource gaps) early allows integration into the project's risk management strategy. Option B is correct as it provides a broad overview of change impacts across business units, processes, and people, setting the stage for detailed analysis later. Option D is correct because it helps the change manager focus efforts on high-impact areas, such as training or communication for affected groups.

Option C is incorrect-while it may indirectly highlight resistance, identifying opponents is a function of stakeholder analysis, not the CIA's primary purpose. Option E is also incorrect; communication inputs are derived from the CIA but are not its core added value-tangible implications are a byproduct, not the focus.

Extract from SAP OCM Concepts: The high-level CIA aligns with SAP Activate's Prepare phase, providing a foundation for risk mitigation and resource allocation (SAP Activate, OCM Framework).

NEW QUESTION # 39

How would you assign the responsibilities for organizational change management in a cloud project? Note:

There are 2 correct answers to this question.

- A. Independently from the project size, the change management responsibility is assigned to the project sponsor.
- B. In mid-size projects, the change management responsibility should be assigned to the business leaders of the impacted units.
- C. In small projects, the project manager can take over the change management responsibility.
- D. In large projects, the change management responsibility is usually assigned to a designated change manager or a change management team.

Answer: C,D

Explanation:

Responsibility assignment in SAP OCM depends on project scale. Option A is correct because large projects require specialized expertise, so a dedicated change manager or team is typical to handle complexity. Option C is correct as small projects often lack resources for a separate change manager, so the project manager assumes this role. Option B is incorrect-business leaders may support change but are not typically responsible for managing it, as this requires specific OCM skills. Option D is incorrect; the project sponsor provides oversight and support, not direct responsibility for execution, regardless of size.

Extract from SAP OCM Concepts: SAP Activate recommends tailoring OCM roles to project size, with dedicated resources for large implementations and consolidated roles for smaller ones(SAP OCM Framework).

NEW QUESTION # 40

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

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

Answer: A,B

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 # 41

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. Refer to the advantages of an agile approach for continuously updating and refining the change plan
- B. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan
- C. 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
- D. 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

Answer: A,C

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 # 42

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