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IT Certification Questions
Mar 27



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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 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 3	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 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.
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 (Q39-Q44):

NEW QUESTION # 39

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

NEW QUESTION # 40

Which dimensions are suitable for analyzing individual stakeholders of a cloud implementation in a 2x2 matrix? Note: There are 2 correct answers to this question.

- A. Degree of resistance, distinguishing between low and high
- B. Extent of expected change impacts, distinguishing between few and many
- C. Level of influence on the project success, distinguishing between low and high
- D. Attitude towards the project, distinguishing between negative and positive

Answer: C,D

Explanation:

A 2x2 matrix in SAP OCM stakeholder analysis plots individuals for strategic engagement. Option B is correct-attitude (negative vs. positive) gauges support level-e.g., a positive VP vs. a negative clerk- guiding communication focus. Option C is correct as influence (low vs. high) measures impact potential-e.

g., a high-influence director can sway outcomes more than a low-influence user-prioritizing effort. Together, they create a matrix (e.g., high-influence/positive = "champions") for tailored strategies.

Option A is incorrect-"degree of resistance" overlaps with attitude; it's a symptom, not a distinct axis.

Option D is incorrect; change impact extent is group-level (e.g., unit-wide), not individual-specific in a 2x2.

SAP OCM uses attitude/influence for precision.

"Analyze stakeholders in a 2x2 matrix using attitude (positive/negative) and influence (low/high) to prioritize engagement effectively" (SAP Activate, Stakeholder Analysis Tools).

NEW QUESTION # 41

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- A. Non-targets
- B. Key facts and figures
- C. Risks and issues
- D. Benefits and investments
- E. Training and enablement offerings

Answer: B,C,D

NEW QUESTION # 42

How is SAP's organizational change management framework connected with the SAP Activate methodology?

Note: There are 2 correct answers to this question.

- A. The SAP Activate phases build the dimensions of the organizational change management framework
- B. Each change management dimension is assigned to a specific SAP Activate phase
- C. The start of each change management activity is assigned to one specific SAP Activate phase
- D. Some change management activities are executed in more than one SAP Activate phase

Answer: C,D

Explanation:

SAP's OCM framework integrates with SAP Activate to align people efforts with project stages. Option A is correct because activities are phase-specific-e.g., stakeholder analysis starts in Prepare, training in Realize- ensuring timing matches project needs, like assessing readiness before design. Option C is correct as some activities span phases-e.g., communication begins in Prepare (awareness) and continues through Run (adoption updates), adapting to evolving contexts like new releases.

Option B is incorrect-OCM dimensions (e.g., strategy, leadership) are overarching, not phase-bound; they apply across the lifecycle. Option D is incorrect-Activate phases (Discover, Prepare, etc.) structure the project, not the OCM framework's dimensions. SAP OCM syncs with Activate's rhythm.

"The OCM framework connects to SAP Activate by assigning activity starts to specific phases and allowing some activities to span multiple phases for continuous impact" (SAP OCM Framework, Activate Integration).

NEW QUESTION # 43

The project lead initiates a series of info sessions in some teams as a reaction to resistance towards the upcoming implementation of a new cloud solution. Unfortunately, these info sessions do not reduce the level of resistance. What is the probable root cause?

- A. Lacking options for the users to raise questions during the info sessions
- B. Lacking commitment of the top management regarding the info sessions
- C. Lacking analysis of the underlying reasons for resistance towards the new cloud solution
- D. Lacking involvement of the change manager in the planning and conduction of the info sessions

Answer: C

Explanation:

Resistance in SAP cloud projects (e.g., to S/4HANA standardization) often persists if root causes aren't addressed, and info sessions alone may fail. Option B is correct because without analyzing why users resist- e.g., fear of losing control (cloud hosting), process mismatch (standardization), or skill gaps (new UI)- sessions become generic, missing the mark. For instance, if resistance stems from data security concerns, a session on "project benefits" won't help without tackling that fear directly; analysis (e.g., via surveys) could reveal this, enabling targeted messaging.

Option A is incorrect-while Q&A options improve engagement, their absence doesn't inherently sustain resistance; content relevance does. Option C is incorrect; the change manager's involvement enhances execution, but the project lead can run sessions-lack of analysis, not personnel, is key. Option D is incorrect-top management commitment boosts credibility, but resistance persists if underlying issues remain unaddressed. SAP OCM stresses understanding resistance drivers for effective intervention.

"Resistance persists without analyzing its root causes; info sessions must address specific concerns identified through stakeholder feedback to be effective" (SAP OCM Framework, Resistance Management).

NEW QUESTION # 44

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