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C_OCM_2503

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SAP C_OCM_2503 Prüfungsplan:

Thema	Einzelheiten
Thema 1	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.
Thema 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.

Thema 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.
Thema 4	• 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.
Thema 5	• 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.

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SAP Certified Associate - Organizational Change Management C_OCM_2503 Prüfungsfragen mit Lösungen (Q73-Q78):

73. Frage

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

Antwort: A,B

Begründung:

A pulse check in SAP OCM is a quick, targeted survey to gauge stakeholder sentiment (e.g., readiness, adoption) at key project points, often in Deploy or Run phases. After agreeing on objectives (e.g., assess go-live confidence), focus topics (e.g., training effectiveness), target groups (e.g., key users), and principles (e.g., anonymity), the next steps operationalize it. Option B is correct because involving employee representatives (e.g., works council) is mandatory in some regions (e.g., Germany) due to legal requirements around employee data collection. This ensures compliance-e.g., if surveying a warehouse team, the works council might need to approve questions to protect worker rights, avoiding legal risks that could halt the process.

Option C is correct as developing questions (e.g., "Do you feel prepared for the new system?") and preparing the questionnaire in a survey platform (e.g., Qualtrics) translates objectives into actionable data collection.

This step is critical-without questions, there's no pulse check; a poorly designed survey (e.g., vague queries) yields useless results, while a platform ensures efficient distribution and analysis.

Option A is incorrect-planning survey waves for the entire project assumes multiple checks, but a pulse check is a single, focused snapshot; ongoing planning happens later if needed. Option D is incorrect; informing the steering committee about the schedule is a courtesy, not a "must" step-execution precedes reporting. SAP OCM stresses compliance and question design as immediate priorities post-agreement.

"After defining pulse check parameters, involve employee representatives for legal compliance where required, and develop questions with a survey platform to enable effective execution" (SAP Activate Methodology, OCM Workstream, Pulse Check Setup).

74. Frage

What are the benefits of different communication channels for the change communication in an SAP cloud project?

- A. Using already existing channels helps to point out what remains stable, and establishing new channels contributes to preventing an information overload.
- **B. Using already existing channels reduces costs and effort, and establishing new channels helps to draw attention to the communicated content.**
- C. Using already existing channels allows to communicate generic information, and establishing new channels helps to convey messages to younger users.
- D. Using already existing channels allows a fast internalization of conveyed messages, and establishing new channels reduces the alignment effort with the project lead.

Antwort: B

Begründung:

Effective communication in SAP OCM leverages a mix of channels. Option A is correct because existing channels (e.g., company intranet) save resources, while new channels (e.g., project-specific newsletters) highlight critical updates, grabbing attention. Option B is incorrect-channel choice isn't age-specific, and "generic information" isn't a key benefit. Option C is flawed; existing channels don't inherently signal stability, and new channels don't prevent overload. Option D is incorrect-internalization speed and alignment effort aren't primary benefits tied to channel type. SAP OCM advocates balancing efficiency and impact, making A the best fit.

"Utilize existing channels to minimize effort and cost, and introduce new channels to emphasize key messages and enhance visibility" (SAP OCM Framework, Communication Dimension).

75. Frage

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

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

Antwort: C,D,E

Begründung:

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).

76. Frage

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

Antwort: B

Begründung:

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).

77. Frage

The stakeholder analysis in a cloud project reveals that two important business leaders belong to the "opponents" category. What are your favorite strategies? Note: There are 2 correct answers to this question.

- **A. Working on changing their attitude towards the project**
- B. Trying to reduce their influence on the project success
- **C. Preventing opponents from forming an alliance against the project**
- D. Ignoring the opponents and focusing on the skeptics

Antwort: A,C

Begründung:

Dealing with opponents (stakeholders actively against the project) in SAP OCM requires proactive engagement. Option B is correct because preventing opponents from forming an alliance limits their collective impact, a strategy that involves monitoring interactions and addressing concerns individually to avoid a united front. Option C is correct as working to change their attitude-through tailored communication, involvement, or addressing specific objections-can convert opponents into supporters or neutrals, leveraging their influence positively.

Option A is incorrect; reducing influence (e.g., sidelining them) risks escalating resistance and alienating key leaders, which could harm project success. Option D is incorrect-ignoring opponents is risky, as their high influence (noted as "important business leaders") could derail progress; skeptics are less critical than active opponents. SAP OCM advocates managing resistance constructively rather than avoiding it.

"Strategies for opponents include preventing alliances and changing attitudes through engagement, ensuring their influence supports rather than hinders the project" (SAP Activate, Stakeholder Management Guidelines).

78. Frage

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