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Exam   :   **C_OCM_2503**

Title   :   SAP Certified Associate -
Organizational Change
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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 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	• 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 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	• 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.
Topic 7	• 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 (Q43-Q48):

NEW QUESTION # 43
In the SAP Activate Prepare phase, the cloud project is set up and officially launched. Which change management activities are usually started in this phase? Note: There are 3 correct answers to this question.

- A. Conduct a detailed change impact analysis
- B. Develop and align the change network strategy
- C. Identify the key stakeholders and conduct a stakeholder analysis
- D. Facilitate the role mapping process
- E. Develop an initial change plan for the cloud project

Answer: B,C,E

Explanation:
The SAP Activate Prepare phase is the foundational stage where the project is initiated, and change management begins laying the groundwork for success. Option A is correct because developing an initial change plan establishes the roadmap for OCM activities, outlining scope, timelines, and key interventions aligned with the project plan. This plan is high-level at this stage, focusing on setting direction rather than granular details, which come later. Option B is correct as identifying key stakeholders and conducting a stakeholder analysis is a critical early step to understand who will be impacted, their influence, and their attitudes (e.g., supporters or opponents). This analysis informs subsequent engagement strategies. Option D is correct because developing and aligning the change network strategy involves planning how change agents will support the project, ensuring early buy-in from influential individuals across the organization.

Option C is incorrect because a detailed change impact analysis (CIA) typically occurs in the Explore phase, where process gaps are identified during fit-to-standard workshops. In Prepare, only a high-level CIA might begin, but the question specifies "detailed," which doesn't align here. Option E is incorrect as role mapping (assigning SAP roles to users) is a technical and enablement activity that happens later, often in the Realize phase, not Prepare. The Prepare phase focuses on readiness and planning, not execution-level tasks like role mapping. In SAP OCM, these activities ensure a proactive start, aligning people-related efforts with the project's kickoff.

"In the Prepare phase, change management initiates activities such as developing an initial change plan, conducting stakeholder analysis, and defining the change network strategy to establish a solid foundation for the project" (SAP Activate Methodology, Change Management Workstream, Prepare Phase).

NEW QUESTION # 44
Which responsibilities regarding change communication activities should be clearly assigned in a communication plan? Note: There are 2 correct answers to this question.

- A. Content approval and content delivery
- B. Content alignment and content evaluation
- C. Content assessment and content archiving
- D. Content creation and content review

Answer: D

Explanation:
A communication plan in SAP OCM defines roles to ensure smooth execution of change communication.
Option B is correct because content creation (e.g., drafting newsletters by a change manager) and content review (e.g., checking accuracy by a business lead) are critical responsibilities that must be assigned to avoid delays or errors. Creation involves generating messages (e.g., "Why we're moving to the cloud"), while review ensures alignment with project goals and stakeholder needs (e.g., confirming technical terms are clear). Clear assignment prevents overlap or gaps-imagine a scenario where no one knows who's drafting the go-live announcement, causing confusion.
Option A is incorrect-content approval (final sign-off, often by leadership) is distinct from review and less operational, while delivery (e.g., sending emails) is logistical, often handled by tools or admins, not a core creative responsibility. Option C is incorrect; content assessment (evaluating effectiveness) is post-delivery analysis, and archiving is administrative, not plan-specific. Option D is incorrect-content alignment (ensuring consistency) is part of review, and evaluation overlaps with assessment, neither requiring separate assignment. SAP OCM focuses on creation and review as foundational tasks.
"The communication plan assigns responsibilities for content creation and review to ensure messages are developed and validated effectively" (SAP Activate, Communication Plan Structure).

NEW QUESTION # 45
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. Inform the steering committee about the time schedule for the pulse check
- B. Develop the questions and prepare the questionnaire in a survey platform
- C. Involve employee representatives if required due to legal regulations
- D. Plan the survey waves for the remaining project duration

Answer: B,D

NEW QUESTION # 46

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

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

Answer: A,C

Explanation:

Effective change communication in SAP projects balances reach and clarity. Option A is correctbecause 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 # 47

How would you assign the responsibilities for organizational change management in a cloud project? Note:
There are 2 correct answers to this question.

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

Answer: B,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 # 48

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