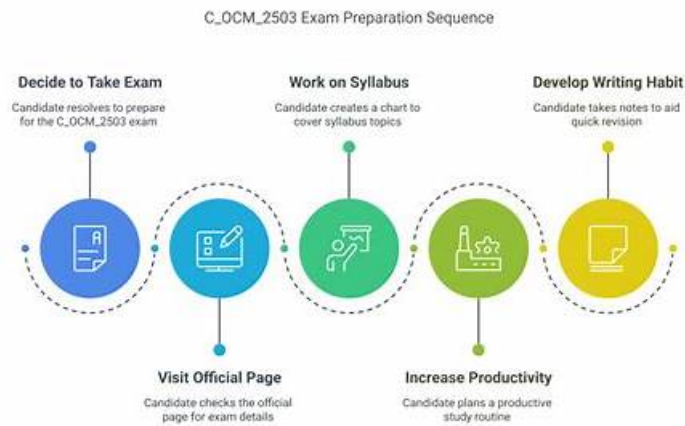


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### SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 2	<ul style="list-style-type: none"> <li>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.</li> </ul>

Topic 3	<ul style="list-style-type: none"> <li>• <b>Change Communication:</b> 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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>• <b>Change Strategy:</b> 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.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>• <b>Change Effectiveness:</b> 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.</li> </ul>
Topic 6	<ul style="list-style-type: none"> <li>• <b>Change Leadership:</b> 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.</li> </ul>
Topic 7	<ul style="list-style-type: none"> <li>• <b>Organizational Change Management Methodology:</b> 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.</li> </ul>

## SAP Certified Associate - Organizational Change Management Sample Questions (Q16-Q21):

### NEW QUESTION # 16

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

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

**Answer: B,D**

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 # 17

Which organizational change management activity is usually performed in which SAP Activate phase? Note: There are 2 correct answers to this question.

- **A. The user adoption analysis is usually conducted in the Run phase**
- B. The change plan is usually developed in the Explore phase
- C. The business readiness assessment is usually conducted in the Discover phase
- **D. The change assessment is usually conducted in the Prepare phase**

**Answer: A,D**

Explanation:

SAP Activate phases align OCM activities with project stages. Option A is correct because user adoption analysis-measuring actual usage (e.g., system logins, feedback)-occurs in the Run phase post-go-live, assessing real outcomes vs. predictions. Option C is correct as the change assessment (evaluating readiness, culture, capabilities) happens in the Prepare phase to baseline the organization before detailed planning-e.g., interviewing leaders to gauge change appetite.

Option B is incorrect-the business readiness assessment (checking go-live preparedness) is in Deploy, not Discover, which focuses on solution exploration. Option D is incorrect; the change plan starts in Prepare (initial version), not Explore, where it's refined. SAP OCM ties activities to phase-specific goals.

"Change assessment occurs in Prepare to evaluate readiness, and user adoption analysis in Run to measure post-go-live success" (SAP Activate, OCM Phase Alignment).

### NEW QUESTION # 18

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 large projects, the change management responsibility is usually assigned to a designated change manager or a change management team.
- C. In small projects, the project manager can take over the change management responsibility.
- D. Independently from the project size, the change management responsibility is assigned to the project sponsor.

**Answer: B,C**

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 # 19

How should a change manager proceed when developing the initial change plan?

- A. Align the initial change plan with the key stakeholders of the impacted business units to ensure their buy-in
- B. Use a different planning tool than the project manager to enhance the visibility of change management within the project
- C. Only start the development when the available information allows detailed planning to avoid later adjustments
- D. Consider interdependencies between change management tasks and key project milestones to ensure synchronization with the project plan

**Answer: D**

Explanation:

The initial change plan, developed in the SAP Activate Prepare phase, sets the OCM roadmap. Option C is correct because considering interdependencies with project milestones (e.g., aligning training with system testing in Realize) ensures synchronization-e.g., if go-live shifts, communication must adjust, preventing misaligned efforts. This integration is vital in SAP Activate, where OCM supports technical delivery. For instance, stakeholder workshops might be timed before fit-to-standard sessions to prepare users, showing how OCM tasks hinge on project progress.

Option A is incorrect-using a different tool (e.g., separate software) risks silos and confusion, not visibility; alignment with the project plan (e.g., same Gantt chart) is standard. Option B is incorrect-waiting for full details contradicts agile principles; the initial plan is high-level and refined later (Explore/Realize), as early info is often incomplete. Option D is incorrect; while stakeholder alignment is valuable, it's a follow-up to ensure execution, not the development process, which focuses on planning first. SAP OCM prioritizes integration over isolation.

"Develop the initial change plan by considering interdependencies with project milestones, ensuring OCM activities synchronize with the overall implementation" (SAP Activate, Change Plan Development).

## NEW QUESTION # 20

What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

- A. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility
- B. Offer opportunities for leaders to openly address issues and concerns, for example Q&A sessions with the project managers
- C. Reduce the bonus pay-out for resistant business leaders to foster a more positive attitude and change supportive behavior
- D. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- E. Involve business leaders in workshops to identify change impacts and to derive activities to allow a smooth transition

**Answer: A,B,D**

Explanation:

Aligning leadership in SAP OCM ensures top-down support for cloud projects. Option B is correct because Q&A sessions with project managers allow leaders to voice concerns (e.g., about standardization), fostering trust and alignment through dialogue.

Option C is correct as involving leaders in communication (e.g., speaking at townhalls) leverages their authority to promote the project, boosting visibility and credibility.

Option D is correct because aligning goals and incentives (e.g., tying performance metrics to project success) minimizes conflicts, ensuring leaders prioritize the implementation.

Option A is incorrect-reducing bonuses is punitive, risks escalating resistance, and isn't an SAP OCM practice; positive reinforcement is preferred. Option E is incorrect; while leaders might join workshops, identifying impacts is typically for process owners/SMEs-leadership focuses on sponsorship, not derivation.

SAP OCM stresses engagement and alignment over coercion.

"Align leadership through Q&A opportunities, active communication roles, and goal alignment to secure their support and influence" (SAP Activate, Leadership Alignment Strategies).

## NEW QUESTION # 21

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