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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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	<ul style="list-style-type: none">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 4	<ul style="list-style-type: none">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 5	<ul style="list-style-type: none">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 6	<ul style="list-style-type: none">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 Sample Questions (Q74-Q79):

NEW QUESTION # 74

Why is it beneficial to collect both quantitative and qualitative data in a change assessment?

- A. Quantitative data allows for compelling visualization, and qualitative data allows you to gain unexpected insights.
- B. Quantitative data provides explanations for the ratings, and qualitative data provides contextual information.
- C. Quantitative data is easy to interpret, and qualitative data is easy to aggregate.
- D. Quantitative data makes it easy to contrast different business units, and qualitative data makes it easy to ensure anonymity.

Answer: A

Explanation:

In SAP OCM, a change assessment benefits from both data types. Option D is correct because quantitative data (e.g., survey scores) can be visualized (charts, graphs) for impact, while qualitative data (e.g., interviews) reveals nuanced insights (e.g., resistance reasons). Option A is incorrect-anonymity isn't a primary qualitative benefit. Option B is flawed; qualitative data is harder to aggregate. Option C reverses roles- qualitative explains, quantitative rates. SAP OCM uses this dual approach for a fuller picture. "Quantitative data supports visualization, while qualitative data uncovers deeper insights in change assessments" (SAP Activate, Change Assessment Guidelines).

NEW QUESTION # 75

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

Answer: B

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 # 76

How would you describe the different dimensions of SAP's organizational change management framework?

Note: There are 3 correct answers to this question.

- A. Change strategy covers activities to set up change management properly.

- B. Change effectiveness contains activities that can be applied to evaluate the impact of change management interventions.
- C. Change leadership involves activities to enable all management levels to handle the cloud implementation and deal with resistance.
- D. Change communication encompasses activities to provide relevant project information to the different stakeholder groups at the right time.
- E. Change realization includes activities to realize the business benefits associated with the cloud implementation.

Answer: A,C,E

NEW QUESTION # 77

Which follow-up activities derived from a detailed change impact analysis are usually taken over by change management?

- A. Identify resource constraints within impacted business units and develop mitigation activities
- B. Define new roles and responsibilities and adapt organizational policies and procedures
- C. Design the future operating model for impacted business units and plan the implementation
- D. Develop personas for the communication of the change impact and create communication assets

Answer: D

Explanation:

A detailed change impact analysis (CIA), conducted in the SAP Activate Explore or Realize phase, identifies specific changes across processes, technology, organization, and people, leading to follow-up activities.

Option C is correct because change management typically takes over developing personas (e.g., "Finance Clerk Sarah") to tailor communication about impacts (e.g., how new processes affect her day) and creating assets (e.g., newsletters, videos) to convey these messages effectively. This aligns with SAP OCM's focus on translating CIA findings into stakeholder engagement strategies. For instance, if the CIA shows a process change in accounts payable, change management might craft a persona-based FAQ to address user concerns, ensuring adoption through relatable messaging.

Option A is incorrect- defining roles/responsibilities and adapting policies (e.g., job descriptions, compliance rules) is typically an HR or organizational design task, often led by business leaders or project management, not change management, which focuses on people readiness, not structural redesign. Option B is incorrect; identifying resource constraints (e.g., staff shortages) and mitigation (e.g., hiring plans) falls under project management or business unit leadership, as it's operational rather than OCM-specific. Option D is incorrect- designing the future operating model (e.g., org charts, workflows) and planning its rollout is a strategic task for business architects or consultants, not change management, which supports rather than owns this process.

SAP OCM positions change management as the driver of communication and enablement post-CIA, not structural or resource adjustments.

"Change management takes on follow-up activities from a detailed CIA, such as developing personas and communication assets, to ensure stakeholders understand and adopt identified changes" (SAP Activate Methodology, OCM Workstream, Post-CIA Responsibilities).

NEW QUESTION # 78

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. Plan the survey waves for the remaining project duration
- D. Involve employee representatives if required due to legal regulations

Answer: B,C

NEW QUESTION # 79

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