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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none">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 2	<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.
Topic 3	<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 4	<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 5	<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.

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SAP Certified Associate - Organizational Change Management Sample Questions (Q56-Q61):

NEW QUESTION # 56

What are typical tasks a change manager performs after the conduction of a change impact analysis workshop? Note: There are 3 correct answers to this question.

- A. Plan and conduct validation sessions with the impacted stakeholder groups
- B. Visualize quantitative ratings and aggregate qualitative insights
- C. Drive and facilitate the development of follow-up activities
- D. Review and refine the KPIs to measure user adoption after go-live
- E. Create and align the result report

Answer: A,C,E

Explanation:

After a change impact analysis (CIA) workshop, the change manager transitions from data collection to action planning and communication. Option A is correct because driving and facilitating follow-up activities (e.g., communication plans, training sessions) ensures the CIA findings translate into actionable steps to address impacts. This involves collaborating with stakeholders to prioritize and design interventions. Option B is correct as planning and conducting validation sessions with impacted groups confirms the accuracy of findings and secures buy-in, a key step to refine the analysis and build trust. Option D is correct because creating and aligning the result report consolidates workshop outcomes (e.g., impact severity, affected areas) into a formal document shared with project leadership and stakeholders for alignment and decision-making.

Option C is incorrect-while visualizing data and aggregating insights might occur, it's typically part of the workshop preparation or facilitation, not a post-workshop task, which focuses on action rather than analysis.

Option E is incorrect; reviewing and refining KPIs for user adoption is a broader, ongoing task tied to the Run phase, not an immediate post-CIA activity. The change manager's role here is to operationalize the CIA, ensuring its insights drive the next steps in the change process. This reflects SAP OCM's emphasis on translating analysis into practical outcomes.

"Post-CIA tasks include facilitating follow-up activities, validating findings with stakeholders, and creating a result report to ensure impacts are addressed effectively" (SAP Activate, OCM Workstream, Change Impact Analysis Process).

NEW QUESTION # 57

What are possible people-related challenges that change management has to address during an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.
- B. Users experience stress and frustration because they must unlearn previous habits.
- C. Users feel underchallenged and bored by additional repetitive tasks they have to take over.
- D. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.

Answer: B,D

Explanation:

SAP cloud implementations introduce significant people-related challenges that change management must mitigate. Option A is correct because the "not-invented-here" syndrome-where users reject external standards (e.g., SAP best practices) in favor of legacy processes-leads to resistance and lack of buy-in, a common barrier in cloud projects due to reduced customization. Option B is correct as users often face stress and frustration when unlearning old habits to adopt new workflows, especially with cloud solutions' standardized processes, which differ from familiar systems. This emotional response requires targeted enablement and support.

Option C is incorrect-users don't typically adapt the cloud solution technically (that's an IT role); their resistance is more about

adoption, not technical customization skills. Option D is incorrect; cloud implementations aim to streamline tasks, not add repetitive ones, so boredom isn't a typical challenge- resistance stems from change, not monotony. SAP OCM focuses on overcoming attitudinal and behavioral hurdles to ensure adoption.

"People challenges include resistance from a 'not-invented-here' attitude and stress from unlearning old habits, requiring change management to foster acceptance and adaptation" (SAP OCM Framework, People- Related Challenges).

NEW QUESTION # 58

What should a change manager make clear to avoid being held responsible for handling all people-related issues within the cloud project? Note: There are 3 correct answers to this question.

- A. Change management is a team sport, requiring the commitment and engagement of the entire project team
- B. Change management is a long-distance endeavor, requiring a continuous joint effort throughout the project
- C. Change management is a checkbox approach, requiring all stakeholders to strictly follow predefined procedures
- D. Change management is a core leadership task, requiring the active involvement and support of the business
- E. Change management is a project management task, requiring the project lead to apply tools and templates provided by the change manager

Answer: A,B,D

Explanation:

The change manager in SAP OCM must set boundaries to avoid being the sole "people fixer." Option A is correct-describing OCM as a "long-distance endeavor" with joint effort clarifies it's an ongoing, collective process (e.g., spanning Prepare to Run), not a solo fix-it role. For instance, adoption issues in Run require sustained teamwork, not just the change manager's intervention. Option B is correct because calling it a "team sport" emphasizes that the project team-PM, IT, business-shares responsibility (e.g., PM schedules, IT supports, OCM guides), preventing the change manager from being overburdened. Option D is correct as framing OCM as a "core leadership task" highlights that business leaders must drive buy-in (e.g., a VP addressing resistance), not just delegate to the change manager.

Option C is incorrect-OCM isn't a project management task; it's a distinct discipline collaborating with PM, not subsumed under it. Option E is incorrect; a "checkbox approach" misrepresents OCM's dynamic, adaptive nature-strict procedures don't fit SAP's agile methodology. SAP OCM stresses shared ownership to manage expectations.

"Clarify that change management is a continuous, team-based effort requiring leadership support, not a solitary or rigid task, to define its scope accurately" (SAP OCM Framework, Change Manager Role Clarification).

NEW QUESTION # 59

What are some typical symptoms of low user adoption after the go-live of an SAP cloud solution? Note: There are 2 correct answers to this question.

- A. Users constantly change the way they interact with the system in their daily work
- B. Users stick to old processes and apply workarounds wherever possible
- C. Users avoid consuming additional, value-adding functionalities
- D. Users strictly follow the new organizational policies and procedures

Answer: B,C

Explanation:

Low user adoption in the SAP Activate Run phase signals resistance or discomfort. Option A is correct because sticking to old processes (e.g., using Excel instead of SAP) and workarounds (e.g., manual overrides) indicate users aren't embracing the new system, undermining benefits like efficiency. Option C is correct as avoiding value-adding functionalities (e.g., analytics tools in S/4HANA) shows partial adoption, missing the solution's full potential-often due to lack of training or trust.

Option B is incorrect-strict adherence to new policies suggests high adoption, not low. Option D is incorrect; constant changes in interaction might reflect experimentation or confusion, not necessarily low adoption. SAP OCM monitors these symptoms to trigger interventions.

"Low adoption symptoms include reliance on old processes, workarounds, and avoidance of new functionalities, indicating incomplete system acceptance" (SAP Activate, User Adoption Monitoring).

NEW QUESTION # 60

Which aspects are usually documented in a communication channel analysis? Note: There are 3 correct answers to this question.

- A. Estimated costs per change communication activity via the channel
- B. Stakeholders or stakeholder groups targeted by the channel
- C. Frequency of use and owner of the channel
- D. Degree of standardization required for the channel
- E. Name and short description of the channel

Answer: B,C,E

Explanation:

A communication channel analysis in SAP OCM evaluates how channels support change communication.

Option C is correct because naming and describing each channel (e.g., "intranet - company news portal") clarifies its purpose and reach. Option D is correct as frequency of use (e.g., weekly updates) and ownership (e.g., HR team) define operational details and accountability. Option E is correct because identifying target stakeholders (e.g., key users, managers) ensures messages align with audience needs.

Option A is incorrect- "degree of standardization" is vague and not a standard aspect; channels are assessed for effectiveness, not uniformity. Option B is incorrect; while costs might be considered, they're not typically documented per activity in this analysis- budgeting is separate. SAP OCM uses this analysis to optimize communication delivery.

"A communication channel analysis documents channel names and descriptions, frequency and ownership, and targeted stakeholder groups to ensure effective messaging" (SAP OCM Framework, Communication Planning).

NEW QUESTION # 61

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