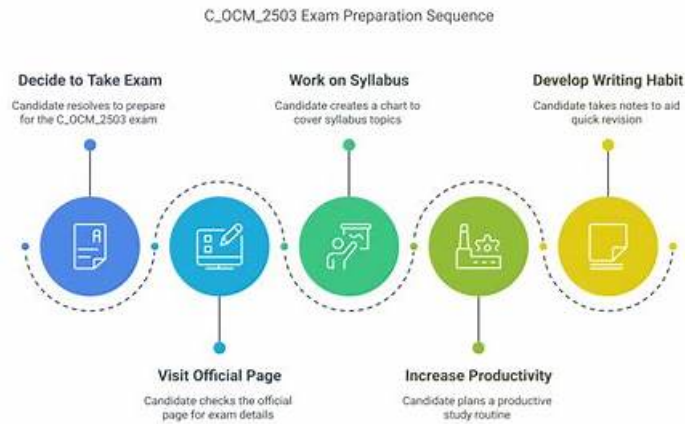


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SAP C-OCM-2503 Exam Syllabus Topics:

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 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 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"> 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 5	<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 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 (Q67-Q72):

NEW QUESTION # 67

What is the added value of a change plan? Note: There are 2 correct answers to this question.

- A. It allows you to coordinate and monitor the progress of all change management activities.
- B. It provides important input for updating the overall project plan.
- C. It helps to identify required resources for the change management execution and to ensure their availability.
- D. It facilitates the ranking of change management activities according to their importance.

Answer: A,C

Explanation:

A change plan in SAP's Organizational Change Management framework is a structured tool that outlines the scope, activities, and timeline for managing the people side of a project, such as an SAP cloud implementation. Option A is correct because coordinating and monitoring progress is a core function of the change plan—it ensures that all change management activities (e.g., communication, training, stakeholder engagement) are executed in sync with the project timeline. Option D is also correct because identifying and securing resources (e.g., change agents, trainers, or tools) is critical for effective execution, and the change plan serves this purpose by mapping out resource needs. Option B is incorrect because ranking activities by importance is not a primary function of the change plan; prioritization may occur, but it's not the focus.

Option C is also incorrect—while the change plan aligns with the project plan, its primary value is not to update the overall project plan but to support the change management effort specifically.

Extract from SAP OCM Concepts: The change plan aligns with SAP Activate's emphasis on structured preparation and execution, ensuring resources and activities are managed effectively (SAP Activate Methodology, Change Management Workstream).

NEW QUESTION # 68

The results of a business readiness test reveal relatively low ratings across all survey topics for one business unit compared to other units. What is the recommended next step for the change manager to mitigate the risk of low readiness for this unit?

- A. Schedule a short workshop with project management to develop mitigation activities to improve the business readiness for this unit.
- B. Organize a workshop with project management, local management, and assigned change agents to discuss results and better understand the specific needs.
- C. Set up a call with the assigned change agents to discuss the results and develop mitigation activities to enhance the business readiness.
- D. Arrange a meeting with the project sponsor, local management, and selected users to discuss the results and develop mitigation activities.

Answer: B

Explanation:

Low readiness in a business unit (assessed pre-go-live, likely in Deploy) requires targeted intervention.

Option B is correct because a workshop with project management (for alignment), local management (for context), and change agents (for execution) enables a deep dive into root causes and collaborative mitigation planning (e.g., extra training). This multi-stakeholder approach ensures comprehensive understanding and action. Option A is too narrow—change agents alone lack the

authority or full perspective. Option C excludes local input, limiting effectiveness. Option D involves the sponsor, which is overkill for an operational issue, and users may not strategize solutions. SAP OCM favors inclusive, practical responses. "Address low readiness through workshops with project management, local leaders, and change agents to analyze results and plan targeted mitigation" (SAP Activate, Business Readiness Assessment Follow-Up).

NEW QUESTION # 69

What does change enablement mean in the context of SAP cloud implementations?

- A. It refers to all tasks that support the project leadership team to learn how to deal with resistance during the cloud project
- **B. It refers to all activities that help people to learn and adopt new SAP systems and processes in their working life**
- C. It refers to all deliverables that support the project team to deliver change management during the cloud implementation
- D. It refers to all activities that upskill the impacted business leaders to handle organizational change management in their areas of responsibility

Answer: B

Explanation:

Change enablement in SAP cloud implementations focuses on user adoption. Option B is correct because it encompasses all activities—training, workshops, support—that help people (end-users, key users) learn and adopt new SAP systems (e.g., S/4HANA Cloud) and processes (e.g., best practices) in their daily work. This broad definition aligns with SAP OCM's goal of ensuring sustained use post-go-live, addressing both technical skills and behavioral change. For example, enablement might include e-learning on system navigation or process simulations to ease the transition.

Option A is incorrect—supporting leadership to handle resistance is a subset of change leadership, not enablement, which targets users. Option C is incorrect; deliverables (e.g., plans, reports) support OCM broadly, not just enablement, which is action-oriented. Option D is incorrect—upskilling leaders is leadership development, not user-focused enablement. SAP OCM defines enablement as user-centric preparation.

"Change enablement refers to activities that enable people to learn and adopt new SAP systems and processes, ensuring effective integration into their work" (SAP OCM Framework, Enablement Definition).

NEW QUESTION # 70

Which enablement activities are usually performed during the Prepare phase of an SAP project? Note: There are 2 correct answers to this question.

- **A. The learning needs analysis for the project team**
- B. The learning needs analysis for the business users
- **C. The enablement strategy**
- D. The enablement content development

Answer: A,C

Explanation:

The Prepare phase in SAP Activate sets up enablement foundations. Option A is correct because the learning needs analysis (LNA) for the project team—e.g., assessing if consultants need S/4HANA skills—ensures implementers are ready before design, critical for early success. Option C is correct as the enablement strategy (e.g., "train key users first") defines the approach, aligning with project goals—e.g., planning phased training before go-live.

Option B is incorrect—content development (e.g., tutorials) occurs in Realize, once processes are defined.

Option D is incorrect; business user LNA follows in Explore/Realize, after impacts are clearer—Prepare focuses on the team. SAP OCM prioritizes early team readiness and strategy.

"In Prepare, perform the learning needs analysis for the project team and develop the enablement strategy to establish a strong enablement foundation" (SAP Activate, Prepare Phase Enablement).

NEW QUESTION # 71

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

- **A. Refer to the advantages of an agile approach for continuously updating and refining the change plan**

- B. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan
- C. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list
- D. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan

Answer: A,D

Explanation:

At a project's start (Prepare phase), a detailed change plan for all waves is premature due to evolving variables in a large-scale SAP cloud implementation. Option A is correct because an agile approach-where the plan starts high-level and is iteratively refined (e.g., after each wave's lessons learned)-aligns with SAP Activate's flexibility. For example, initial resistance might shift priorities, requiring adjustments; agility accommodates this. Option D is correct as early granular planning wastes effort-e.g., scheduling training for Wave 3 before Wave 1's scope is clear is risky when requirements, timelines, or resources might change. This reflects SAP's pragmatic stance on planning amidst uncertainty.

Option B is incorrect-offering only a generic plan with an "open activity list" dismisses the project lead's request without constructive dialogue, undermining collaboration. Option C is incorrect; demanding a detailed project plan shifts responsibility unrealistically-OCM aligns with the project, not vice versa, and early details are often unavailable. The change manager should educate and adapt, not deflect or overpromise. SAP OCM balances responsiveness with realism.

"Respond to early detailed plan requests by advocating an agile, iterative approach and noting that granular planning is inefficient due to early-stage uncertainties" (SAP Activate, Change Plan Development Guidelines).

NEW QUESTION # 72

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