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SAP CERTIFIED ASSOCIATE
ORGANIZATIONAL CHANGE
MANAGEMENT

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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 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">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 4	<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 5	<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 6	<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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q53-Q58):

NEW QUESTION # 53

What should a change manager keep in mind when designing the process for capturing lessons learned? Note: There are 3 correct answers to this question.

- A. The results of the lessons learned activity should be treated confidentially
- B. The focus on topics that didn't go well saves time during the workshop
- C. A predefined structure and scope of topics help to cover all relevant aspects
- D. A workshop setting is the best way to capture lessons learned
- E. Clear rules of engagement, such as "avoid finger-pointing," facilitate the process

Answer: C,E

Explanation:

Capturing lessons learned in SAP OCM (typically Run phase) improves future projects, and the process design is key. Option B is correct because a predefined structure (e.g., categories like planning, execution, adoption) and scope (e.g., OCM-specific issues) ensure all aspects-successes and failures-are covered systematically. Without this, discussions might miss critical insights, like overlooked stakeholder engagement flaws. Option E is correct as clear rules (e.g., "no blame") create a safe environment, encouraging honest input-e.g., a team member might hesitate to admit a communication delay if fearing criticism, stunting learning. Option A is incorrect-confidentiality may limit sharing valuable lessons with the organization, contradicting SAP's goal of building capability; transparency (with discretion) is preferred. Option C is incorrect; focusing only on negatives ignores successes (e.g., effective training), skewing the process and wasting potential insights, not saving time. Option D is incorrect-a workshop isn't always best; surveys or interviews might suit smaller teams or remote setups. SAP OCM advocates flexibility and constructive design. "Design lessons learned with a structured scope and clear rules like 'avoid finger-pointing' to ensure comprehensive and open feedback" (SAP Activate, Lessons Learned Process).

NEW QUESTION # 54

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

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

Answer: B,D,E

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 # 55

What are typical topics covered by a change story for a cloud implementation? Note: There are 3 correct answers to this question.

- A. Benefits and investments
- B. Risks and issues
- C. Non-targets
- D. Training and enablement offerings
- E. Key facts and figures

Answer: A,B,E

NEW QUESTION # 56

How is the cooperation between project management and change management during a cloud implementation organized?

- A. Project management focuses on the project tasks, change management on the cooperation within the project team
- B. Project management focuses on the hard factors, change management on the soft factors.
- C. Project management focuses on the organizational level, change management on the individual and group level.
- D. Project management focuses on the objectives of the project, change management on the vision of the project.

Answer: B

Explanation:

In SAP Activate, project management (PM) and change management (CM) have distinct roles. Option D is correct-PM handles "hard factors" (e.g., timelines, budgets), while CM addresses "soft factors" (e.g., people, adoption). Option A is incorrect-CM doesn't manage team cooperation. Option B is misleading; both levels overlap. Option C is incorrect-PM and CM share objectives and vision. This division ensures technical and human aspects are covered.

"Project management drives hard factors like schedule and scope, while change management focuses on soft factors like adoption and resistance" (SAP Activate, PM and CM Collaboration).

NEW QUESTION # 57

How is SAP's organizational change management framework connected with the SAP Activate methodology?

Note: There are 2 correct answers to this question.

- A. The start of each change management activity is assigned to one specific SAP Activate phase
- B. Some change management activities are executed in more than one SAP Activate phase
- C. The SAP Activate phases build the dimensions of the organizational change management framework
- D. Each change management dimension is assigned to a specific SAP Activate phase

Answer: A,B

Explanation:

SAP's OCM framework integrates with SAP Activate to align people efforts with project stages. Option A is correct because activities are phase-specific-e.g., stakeholder analysis starts in Prepare, training in Realize- ensuring timing matches project needs, like assessing readiness before design. Option C is correct as some activities span phases-e.g., communication begins in Prepare (awareness) and continues through Run (adoption updates), adapting to evolving contexts like new releases.

Option B is incorrect-OCM dimensions (e.g., strategy, leadership) are overarching, not phase-bound; they apply across the

lifecycle. Option D is incorrect-Activate phases (Discover, Prepare, etc.) structure the project, not the OCM framework's dimensions. SAP OCM syncs with Activate's rhythm.

"The OCM framework connects to SAP Activate by assigning activity starts to specific phases and allowing some activities to span multiple phases for continuous impact" (SAP OCM Framework, Activate Integration).

NEW QUESTION # 58

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