

# SAP Certified Associate - Organizational Change Management Learn Dumps Can Definitely Exert Positive Effect on Your Exam - FreeCram

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1. 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 facilitates the ranking of change management activities according to their importance.
- C. It provides important input for updating the overall project plan.
- D. It helps to identify required resources for the change management execution and to ensure their availability.

**Answer:** A, D

**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).

2. What is the added value of a high-level change impact analysis? Note: There are 3 correct answers to this question.

- A. It reveals key project risks that can be integrated into the project's risk management at an early stage.
- B. It provides an initial systematic overview of the amount and the nature of the upcoming changes.
- C. It enables the project manager to identify opponents in highly impacted units and adjust the stakeholder analysis accordingly.
- D. It allows the change manager to derive appropriate activities, focusing the resources on key action areas.
- E. It delivers input for communication activities, making the implications of the project more tangible.

**Answer:** A, B, D

**Explanation:**

A high-level change impact analysis (CIA) is conducted early in an SAP project (typically in the Prepare or Explore phase of SAP Activate) to assess the scope and scale of changes.

Option A is correct because identifying risks (e.g., resistance or resource gaps) early allows integration into the project's risk management strategy.

Option B is correct as it provides a broad overview of change impacts across business units, processes, and people, setting the stage for detailed analysis later.

Option D is correct because it helps the change manager focus efforts on high-impact areas, such as training or communication for affected groups.

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## SAP C\_OCM\_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<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 2	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 3	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 4	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 5	<ul style="list-style-type: none"> <li>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.</li> </ul>
Topic 6	<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>

## SAP Certified Associate - Organizational Change Management Sample Questions (Q25-Q30):

### NEW QUESTION # 25

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

**Answer: A,D**

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 # 26

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

**Answer: A,C**

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 # 27

In SAP Activate Run phase the new system is monitored, maintained, and optimized to ensure it runs smoothly and efficiently. Which change management activity can only be realized in the Run phase of the cloud implementation?

- A. Conduction of a pulse check
- B. Development of the user adoption strategy
- C. Measurement of actual user adoption metrics
- D. Mapping of SAP roles to employees

**Answer: C**

Explanation:

The Run phase in SAP Activate focuses on post-go-live operations and adoption. Option C is correct because measuring actual user adoption metrics (e.g., system usage, satisfaction) can only occur after go-live, when users interact with the live system. This distinguishes it from planning or predictive activities. Option A is incorrect-role mapping occurs in Realize, before go-live. Option B is incorrect; the adoption strategy is developed earlier (Prepare/Explore). Option D is incorrect-a pulse check (quick survey) can happen in any phase, not just Run. SAP OCM ties actual metrics to live system use.

"In the Run phase, change management measures actual user adoption metrics to assess post-go-live success, an activity unique to this stage" (SAP Activate, Run Phase OCM Activities).

#### NEW QUESTION # 28

What are typical aspects that can keep the change agents motivated to engage in the change network of a cloud project? Note: There are 3 correct answers to this question.

- A. Occasion to exchange with peers from different units
- B. Opportunity to influence the design of the new business processes
- C. Possibility to foster their own visibility within the organization
- D. Prospect of a skill development regarding project management
- E. Chance to look behind the scenes of a business transformation

**Answer: A,C,E**

Explanation:

Change agents in SAP OCM are key employees who support adoption within their units, and motivation is critical to their effectiveness in a cloud project's change network. Option A is correct because fostering visibility-e.g., being recognized by leadership during a townhall-boosts their professional profile, making their role rewarding. Imagine an agent praised for rallying their team; this public acknowledgment drives engagement. Option B is correct as peer exchange across units (e.g., in network meetings) offers collaboration and learning-e.g., a sales agent sharing tips with a finance agent-building a sense of community and value. Option E is correct because looking behind the scenes of a transformation (e.g., understanding why cloud standardization was chosen) satisfies curiosity and gives agents a privileged perspective, enhancing their investment in the project. Option C is incorrect-designing business processes is typically a task for process owners or consultants during fit-to-standard workshops (Explore phase), not change agents, who focus on communication and support, not process creation. Option D is also incorrect; while skill development (e.g., project management) might occur incidentally, it's not a primary motivator or structured outcome for agents, who are selected for influence, not training. SAP OCM emphasizes intrinsic and social motivators like visibility, connection, and insight to sustain agent enthusiasm, aligning with their role as grassroots advocates. "Motivate change agents with opportunities for visibility, peer exchange, and insight into the transformation to maintain their active engagement in the change network" (SAP Activate Methodology, Change Network Motivation Strategies).

### NEW QUESTION # 29

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

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

Answer: C

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 # 30

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