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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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 3	• 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 4	• Organizational Change Management Methodology: This section of the exam measures the skills of a Change Manager and covers the foundational principles and structured approach used in managing organizational change effectively. It highlights the importance of aligning change efforts with business goals while providing a framework for guiding transformation initiatives.
Topic 5	• 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	• 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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q68-Q73):

NEW QUESTION # 68
What should you do as a change manager to ensure a good start to change management in an SAP cloud project? Note: There are 3 correct answers to this question.

- A. Collect as many ideas for change management as possible.
- B. Manage expectations towards change management.
- C. Conduct a thorough as-is analysis.
- D. Develop a detailed plan for change management.
- E. Identify and assign resources and define responsibilities.

Answer: B,C,E

Explanation:
A strong start in SAP OCM (typically in the Prepare phase) requires readiness assessment and alignment.
Option B is correct because an as-is analysis (e.g., change culture, capabilities) establishes a baseline. Option D is correct as managing expectations ensures stakeholders understand OCM's scope and limits, preventing misalignment. Option E is correct because identifying resources and roles (e.g., change agents) ensures execution capacity. Option A is incorrect-collecting ideas is unstructured and not a priority early on. Option C is incorrect; a detailed plan evolves later (Explore phase), not at the start.
Extract from SAP OCM Concepts: SAP Activate's Prepare phase emphasizes readiness analysis, expectation management, and resource assignment (SAP OCM Framework).

NEW QUESTION # 69
What are typical strategies for aligning leadership in an SAP cloud project? Note: There are 3 correct answers to this question.

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

Answer: A,B,C

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 # 70

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 constantly change the way they interact with the system in their daily work
- C. Users strictly follow the new organizational policies and procedures
- 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 # 71

Which dimensions are suitable for analyzing individual stakeholders of a cloud implementation in a 2x2 matrix? Note: There are 2 correct answers to this question.

- A. Degree of resistance, distinguishing between low and high
- B. Extent of expected change impacts, distinguishing between few and many
- C. Attitude towards the project, distinguishing between negative and positive
- D. Level of influence on the project success, distinguishing between low and high

Answer: C,D

Explanation:

A 2x2 matrix in SAP OCM stakeholder analysis plots individuals for strategic engagement. Option B is correct-attitude (negative vs. positive) gauges support level-e.g., a positive VP vs. a negative clerk- guiding communication focus. Option C is correct as influence (low vs. high) measures impact potential-e.

g., a high-influence director can sway outcomes more than a low-influence user-prioritizing effort. Together, they create a matrix (e.g., high-influence/positive = "champions") for tailored strategies.

Option A is incorrect-"degree of resistance" overlaps with attitude; it's a symptom, not a distinct axis.

Option D is incorrect; change impact extent is group-level (e.g., unit-wide), not individual-specific in a 2x2.

SAP OCM uses attitude/influence for precision.

"Analyze stakeholders in a 2x2 matrix using attitude (positive/negative) and influence (low/high) toprioritize engagement effectively" (SAP Activate, Stakeholder Analysis Tools).

NEW QUESTION # 72

What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. Senior managers of impacted business units
- B. The project sponsor
- C. The IT department

- D. The HR department
- E. Employee representative or works council

Answer: A,B,E

Explanation:
Identifying stakeholder groups in SAP OCM (Prepare phase) relies on diverse, authoritative sources. Option A is correct because the employee representative or works council knows frontline staff-e.g., warehouse workers impacted by inventory changes-ensuring their inclusion. Option D is correct as senior managers of impacted units (e.g., finance director) pinpoint key players like process owners or key users, offering a business perspective on who's affected. Option E is correct because the project sponsor, with a strategic view (e.g., "this impacts sales and procurement"), highlights high-level stakeholders like executives or cross-unit leads.
Option B is incorrect-HR might provide general employee data but lacks project-specific impact insight.
Option C is incorrect; IT focuses on technical roles, not broader business stakeholders. SAP OCM uses these sources to build a comprehensive stakeholder map.
"Stakeholder identification leverages works councils, senior managers of impacted units, and the project sponsor for a complete view of affected groups" (SAP Activate, Stakeholder Analysis Sources).

NEW QUESTION # 73

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