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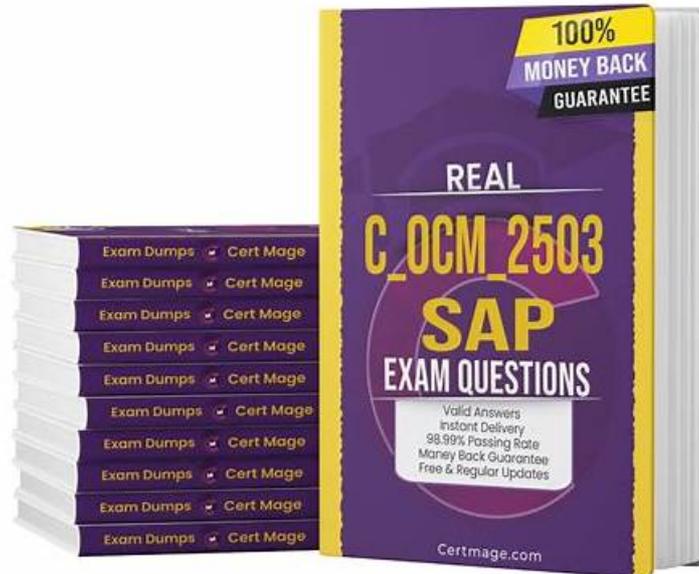

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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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	• 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 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 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 (Q35-Q40):

NEW QUESTION # 35
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. 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
- B. 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
- C. Refer to the advantages of an agile approach for continuously updating and refining the change plan
- D. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan

Answer: B,C

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 # 36

What are success factors for the different dimensions of the change management framework? Note: There are
3 correct answers to this question.

- A. Regarding change communication, it is important to develop a compelling, comprehensive change story.
- B. Regarding change realization, it is important to actively support the business units in the development of a new operating model.
- C. Regarding change effectiveness, it is important to use a balanced combination of change effectiveness measures.
- D. Regarding change leadership, it is important to establish stakeholder management as an ongoing activity.
- E. Regarding change strategy, it is important to fulfill the expectations towards change management.

Answer: B,C,D

Explanation:
SAP's OCM framework includes dimensions like realization, leadership, and effectiveness. Option A is correct because change realization involves supporting business units to adopt new models post- implementation. Option C is correct as change leadership requires ongoing stakeholder management to sustain support. Option D is correct because effectiveness relies on diverse metrics (e.g., adoption rates, satisfaction) to assess impact. Option B is vague and not a specific success factor-meeting expectations is an outcome, not a driver. Option E, while important, is a communication tactic, not a framework-wide success factor.
Extract from SAP OCM Concepts: Success factors in SAP OCM include support for realization, continuous leadership, and robust effectiveness measures (SAP OCM Framework).

NEW QUESTION # 37
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. A workshop setting is the best way to capture lessons learned
- B. A predefined structure and scope of topics help to cover all relevant aspects
- C. The results of the lessons learned activity should be treated confidentially
- D. The focus on topics that didn't go well saves time during the workshop
- E. Clear rules of engagement, such as "avoid finger-pointing," facilitate the process

Answer: B,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 # 38
Why is it important to continuously manage user adoption after the go-live of a new cloud solution?Note:
There are 2 correct answers to this question.

- A. Because users frequently change their attitude towards the cloud solution which requires continuous management attention.
- B. Because the insights help to identify hurdles or issues hindering sustained user adoption.
- C. Because the user's interaction with the cloud solution drives the sizing of the IT infrastructure and the calculation of subscription fees.
- D. Because users need to accept and consume new functions and features provided with each release cycle.

Answer: B,D

Explanation:

Post-go-live adoption management is critical in SAP cloud projects due to ongoing updates. Option C is correct because cloud solutions (e.g., S/4HANA Cloud) release new features regularly, requiring users to adapt continually. Option D is correct as monitoring adoption identifies barriers (e.g., resistance, skill gaps) for resolution. Option A is incorrect-attitude shifts may occur but aren't the primary focus. Option B is incorrect; infrastructure sizing is a technical concern, not an adoption driver.

Extract from SAP OCM Concepts: SAP Activate's Run phase emphasizes sustaining adoption through feature updates and issue resolution (SAP OCM Framework).

NEW QUESTION # 39

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

Answer: C

NEW QUESTION # 40

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