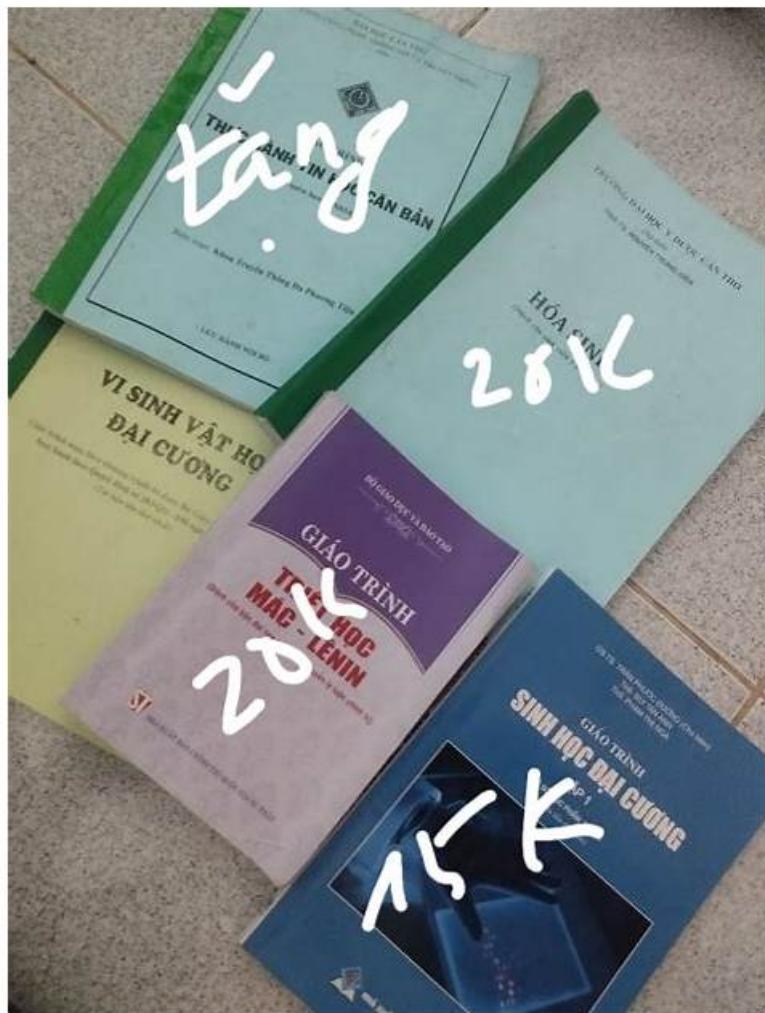


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## SAP C\_OCM\_2503 Exam Syllabus Topics:

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

## SAP Certified Associate - Organizational Change Management Sample Questions (Q76-Q81):

### NEW QUESTION # 76

Which communication activities are suitable to celebrate the success of a cloud implementation project? Note: There are 3 correct answers to this question.

- A. All-employee meeting allowing the project team members to talk about their individual contributions to the project
- B. **Video with testimonials from different users posted in the corporate intranet**
- C. E-mail from the change manager to all impacted users describing the project achievements
- D. **"Thank you" e-mail from the project sponsor to the project team members**
- E. **Appreciation e-mail from the project lead to the change agents with their managers in cc**

**Answer: B,D,E**

Explanation:

Celebrating success in SAP OCM (Run phase) reinforces morale and adoption. Option A is correct because an appreciation e-mail from the project lead to change agents, with managers copied, recognizes their efforts and boosts visibility. Option B is correct as a

"thank you" e-mail from the sponsor to the project team acknowledges their role, leveraging the sponsor's authority. Option E is correct because a video with user testimonials on the intranet shares success stories broadly, inspiring others.

Option C is incorrect-an all-employee meeting with team members discussing contributions risks being too detailed and less engaging for a broad audience; celebrations should be concise. Option D is incorrect; an e- mail from the change manager to users focuses on informing, not celebrating, and lacks the personal touch of leadership recognition. SAP OCM emphasizes impactful, leadership-driven celebrations.

"Celebrate success with leadership emails to agents and teams, and user testimonial videos, to reinforce achievement and engagement" (SAP Activate, Post-Go-Live Communication).

### NEW QUESTION # 77

The project lead initiates a series of info sessions in some teams as a reaction to resistance towards the upcoming implementation of a new cloud solution. Unfortunately, these info sessions do not reduce the level of resistance. What is the probable root cause?

- A. Lacking involvement of the change manager in the planning and conduction of the info sessions
- B. **Lacking analysis of the underlying reasons for resistance towards the new cloud solution**
- C. Lacking options for the users to raise questions during the info sessions
- D. Lacking commitment of the top management regarding the info sessions

#### Answer: B

Explanation:

Resistance in SAP cloud projects (e.g., to S/4HANA standardization) often persists if root causes aren't addressed, and info sessions alone may fail. Option B is correct because without analyzing why users resist- e.g., fear of losing control (cloud hosting), process mismatch (standardization), or skill gaps (new UI)- sessions become generic, missing the mark. For instance, if resistance stems from data security concerns, a session on "project benefits" won't help without tackling that fear directly; analysis (e.g., via surveys) could reveal this, enabling targeted messaging.

Option A is incorrect-while Q&A options improve engagement, their absence doesn't inherently sustain resistance; content relevance does. Option C is incorrect; the change manager's involvement enhances execution, but the project lead can run sessions-lack of analysis, not personnel, is key. Option D is incorrect-top management commitment boosts credibility, but resistance persists if underlying issues remain unaddressed. SAP OCM stresses understanding resistance drivers for effective intervention.

"Resistance persists without analyzing its root causes; info sessions must address specific concerns identified through stakeholder feedback to be effective" (SAP OCM Framework, Resistance Management).

### NEW QUESTION # 78

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 predefined structure and scope of topics help to cover all relevant aspects**
- B. A workshop setting is the best way to capture lessons learned
- 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: A,C,E

### NEW QUESTION # 79

What are typical topics for a change assessment at the beginning of an SAP cloud implementation? Note:

There are 3 correct answers to this question.

- A. The cloud project's vision and expected benefits
- B. The scope for change management
- C. **The assessment of the key stakeholders' attitude towards the project**
- D. **The company's change management capabilities**
- E. **The change culture of the company**

#### Answer: C,D,E

Explanation:

A change assessment at the start of an SAP cloud project (typically in the Prepare phase) evaluates the organization's readiness for change. Option A is correct because understanding the company's change culture (e.g., openness to innovation) sets the tone for the approach. Option D is correct as it assesses the organization's existing change management capabilities (e.g., skills, tools), identifying gaps to address.

Option E is correct because gauging stakeholders' attitudes (e.g., support or resistance) is critical for planning engagement strategies. Option B is incorrect-defining the scope of change management is an outcome of the assessment, not a topic itself. Option C is also incorrect; the project vision and benefits are defined by project leadership, not assessed as part of the change assessment.

Extract from SAP OCM Concepts: The change assessment in SAP Activate's Prepare phase focuses on readiness factors like culture, capabilities, and stakeholder perspectives (SAP OCM Framework).

## NEW QUESTION # 80

What are possible options for setting up organizational change management in the project organization? Note: There are 3 correct answers to this question.

- A. As a subproject
- B. As a separate project
- C. As part of the functional sub-projects
- D. As a cross-topic
- E. As a staff unit

**Answer: A,D,E**

Explanation:

OCM can be integrated into an SAP project in various ways. Option B is correct because treating OCM as a cross-topic ensures it spans all project areas (e.g., communication, training), aligning with SAP Activate's holistic approach. Option D is correct as a subproject allows OCM to have its own plan and resources under the main project. Option E is correct because a staff unit (e.g., reporting to the project lead) provides dedicated support without separate project status. Option A is incorrect-OCM is rarely a standalone project, as it supports the main implementation. Option C is also incorrect; embedding OCM in functional sub- projects dilutes its focus across technical areas.

Extract from SAP OCM Concepts: SAP Activate supports OCM as a cross-functional, subproject, or staff function to ensure alignment with project goals (SAP OCM Framework).

## NEW QUESTION # 81

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