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C_OCM_2503

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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 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.
Topic 3	<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 4	<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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q59-Q64):

NEW QUESTION # 59

Why is it beneficial to collect both quantitative and qualitative data in a change assessment?

- A. Quantitative data is easy to interpret, and qualitative data is easy to aggregate.
- B. Quantitative data provides explanations for the ratings, and qualitative data provides contextual information.
- **C. Quantitative data allows for compelling visualization, and qualitative data allows you to gain unexpected insights.**
- D. Quantitative data makes it easy to contrast different business units, and qualitative data makes it easy to ensure anonymity.

Answer: C

Explanation:

In SAP OCM, a change assessment benefits from both data types. Option D is correct because quantitative data (e.g., survey scores) can be visualized (charts, graphs) for impact, while qualitative data (e.g., interviews) reveals nuanced insights (e.g., resistance reasons). Option A is incorrect-anonymity isn't a primary qualitative benefit. Option B is flawed; qualitative data is harder to aggregate. Option C reverses roles- qualitative explains, quantitative rates. SAP OCM uses this dual approach for a fuller picture. "Quantitative data supports visualization, while qualitative data uncovers deeper insights in change assessments" (SAP Activate, Change Assessment Guidelines).

NEW QUESTION # 60

What are characteristics of suitable interview partners for a change assessment? Note: There are 2 correct answers to this question.

- A. They should have previous experience with change management to provide advice regarding appropriate activities
- B. They should be on an employee level, because they can act as representatives of this large stakeholder group
- **C. They should already have a good overview of the cloud project, its strategic goals, and the possible impacts**
- **D. They should know the company well to answer questions based on experience of previous changes**

Answer: C,D

Explanation:

Change assessment interviews in SAP OCM (Prepare phase) require informed respondents. Option C is correct because partners with an overview of the project-its goals (e.g., cost reduction) and impacts (e.g., process shifts)-can provide strategic insights, often leaders or key users briefed early. Option D is correct as company knowledge (e.g., past change successes/failures) enables contextual answers, grounding feedback in organizational reality-e.g., "We struggled with training last time." Option A is incorrect-employee-level staff may represent users but often lack the broad perspective needed; key users suffice. Option B is incorrect; OCM experience is helpful but not required-interviewees provide data, not advice. SAP OCM seeks knowledgeable, experienced voices.

"Suitable interview partners have project overview and company experience to offer informed insights for the change assessment" (SAP OCM Framework, Interview Partner Selection).

NEW QUESTION # 61

During a change network kick-off meeting, a change agent openly reports that he has been nominated by his manager against his will. How should the change manager react in this situation?

- A. Ask the change agent to find a substitute within his unit
- B. Try to convince the change agent to take over the role anyway
- C. Request the change agent to leave the kick-off meeting
- **D. Clarify the issue with him bilaterally after the change network meeting**

Answer: D

Explanation:

A reluctant change agent at a kick-off meeting poses a challenge, and the change manager must respond constructively. Option B is correct because a bilateral discussion post-meeting-e.g., asking "What's your concern?"-allows the change manager to understand the reluctance (e.g., workload, disinterest) privately, avoiding public confrontation and tailoring a solution (e.g., support, reassignment). This respects the agent's feelings while maintaining network morale.

Option A is incorrect-asking for a substitute shifts responsibility to the agent, potentially alienating him and disrupting the meeting.

Option C is incorrect; convincing him on the spot risks resistance or resentment, undermining his effectiveness. Option D is incorrect-ejecting him is harsh, damages trust, and weakens the network's start. SAP OCM favors discreet, empathetic handling of such issues.

"Address a reluctant change agent's concerns bilaterally after the meeting to resolve issues constructively and preserve network cohesion" (SAP Activate, Change Network Management).

NEW QUESTION # 62

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. Involve business leaders actively in key communication activities, such as roadshows, townhalls, or testimonials to enhance their visibility**
- C. Align the business goals and incentives with the project objectives for business leaders to avoid goal conflicts
- 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,E

NEW QUESTION # 63

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

Answer: A,C

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.

NEW QUESTION # 64

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