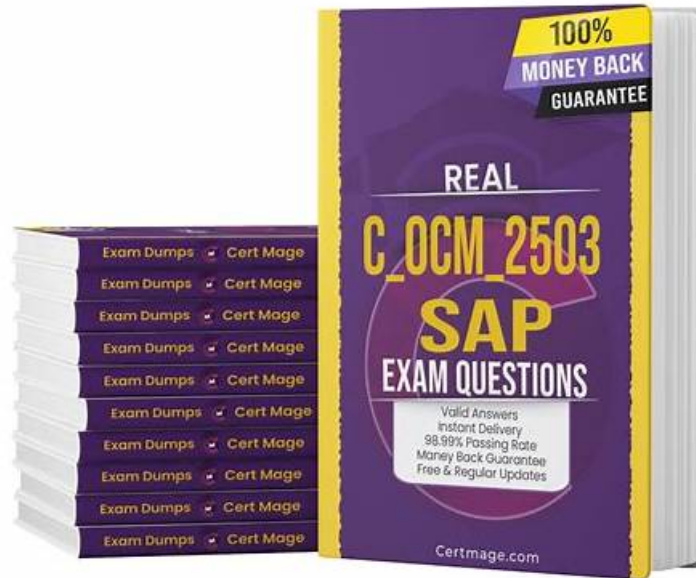


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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	<ul style="list-style-type: none"> 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 2	<ul style="list-style-type: none"> 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	<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 4	<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.

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SAP Certified Associate - Organizational Change Management Sample Questions (Q81-Q86):

NEW QUESTION # 81

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

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

Answer: A,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 # 82

What is the main goal of a business readiness test in an SAP cloud project?

- A. Evaluate if the incentive systems are suitable to support the upcoming go-live
- B. Collect ideas for change communication activities to support the go-live
- C. Identify business managers that must be motivated to support the go-live
- D. Detect people-related issues and challenges for an upcoming go-live

Answer: D

Explanation:

A business readiness test (or assessment) in SAP OCM, typically in the Deploy phase, evaluates preparedness for go-live. Option A is correct because its main goal is detecting people-related issues-e.g., low training uptake or resistance in a unit-that could disrupt the transition, allowing mitigation before launch. For instance, a survey showing poor process understanding triggers extra

enablement.

Option B is incorrect-identifying managers needing motivation is a stakeholder analysis task (Prepare), not readiness testing's focus. Option C is incorrect; collecting communication ideas is a planning activity, not the test's purpose, which is assessment. Option D is incorrect-incentive systems are HR-related and outside OCM's readiness scope. SAP OCM uses this test to ensure a smooth go-live.

"The business readiness test aims to detect people-related issues and challenges prior to go-live, enabling timely corrective actions" (SAP Activate, Business Readiness Assessment).

NEW QUESTION # 83

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

Answer: B,D

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 # 84

What is the added value of change agents taking over the task to plan and execute local change management activities?

- A. It reduces resistance among local managers
- B. It supports the adherence to the project milestones
- C. It fosters an attitude shift among skeptical change agents
- **D. It helps to scale change management activities**

Answer: D

Explanation:

Change agents in SAP OCM extend change management's reach by handling local activities (e.g., unit-specific workshops). Option C is correct because it scales efforts-e.g., a central change manager can't train 10 sites alone, but agents in each location can, multiplying coverage efficiently. For instance, an agent in a regional office might run a Q&A session tailored to local process concerns, amplifying OCM impact without overloading the core team. Option A is incorrect-milestone adherence is a project management outcome, not a direct value of agent tasks. Option B is incorrect; attitude shifts might occur, but it's not the primary benefit-effectiveness is. Option D is incorrect-reducing manager resistance depends on broader engagement, not just agent activities. SAP OCM leverages agents for scalability. "Change agents planning and executing local activities add value by scaling change management efforts across the organization effectively" (SAP Activate, Change Network Value).

NEW QUESTION # 85

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

Answer: C

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 # 86

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