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

Topic	Details
Topic 1	<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>
Topic 2	<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 3	<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 4	<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 5	<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>
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### SAP Certified Associate - Organizational Change Management Sample Questions (Q72-Q77):

#### NEW QUESTION # 72

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 focus on topics that didn't go well saves time during the workshop
- D. The results of the lessons learned activity should be treated confidentially
- E. Clear rules of engagement, such as "avoid finger-pointing," facilitate the process

**Answer: A,D,E**

#### NEW QUESTION # 73

How is SAP's organizational change management framework connected with the SAP Activate methodology? Note: There are 2 correct answers to this question.

- A. The SAP Activate phases build the dimensions of the organizational change management framework
- B. Some change management activities are executed in more than one SAP Activate phase
- C. The start of each change management activity is assigned to one specific SAP Activate phase
- D. Each change management dimension is assigned to a specific SAP Activate phase

**Answer: B,C**

Explanation:

SAP's OCM framework integrates with SAP Activate to align people efforts with project stages. Option A is correct because activities are phase-specific-e.g., stakeholder analysis starts in Prepare, training in Realize- ensuring timing matches project needs, like assessing readiness before design. Option C is correct as some activities span phases-e.g., communication begins in Prepare (awareness) and continues through Run (adoption updates), adapting to evolving contexts like new releases.

Option B is incorrect-OCM dimensions (e.g., strategy, leadership) are overarching, not phase-bound; they apply across the lifecycle. Option D is incorrect-Activate phases (Discover, Prepare, etc.) structure the project, not the OCM framework's dimensions. SAP OCM syncs with Activate's rhythm.

"The OCM framework connects to SAP Activate by assigning activity starts to specific phases and allowing some activities to span multiple phases for continuous impact" (SAP OCM Framework, Activate Integration).

#### NEW QUESTION # 74

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

**Answer: B,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 # 75

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

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

**Answer: A,D,E**

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 # 76

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

**Answer: A**

### Explanation:

Low readiness in a business unit (assessed pre-go-live, likely in Deploy) requires targeted intervention.

Option B is correct because a workshop with project management (for alignment), local management (for context), and change agents (for execution) enables a deep dive into root causes and collaborative mitigation planning (e.g., extra training). This multi-stakeholder approach ensures comprehensive understanding and action. Option A is too narrow—change agents alone lack the authority or full perspective. Option C excludes local input, limiting effectiveness. Option D involves the sponsor, which is overkill for an operational issue, and users may not strategize solutions. SAP OCM favors inclusive, practical responses.

"Address low readiness through workshops with project management, local leaders, and change agents to analyze results and plan targeted mitigation" (SAP Activate, Business Readiness Assessment Follow-Up).

## NEW QUESTION # 77

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