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SAP C_OCM_2503 Exam Syllabus Topics:

Topic	Details
Topic 1	• 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.
Topic 2	• 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.
Topic 3	• 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 4	• 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 5	• 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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q31-Q36):

NEW QUESTION # 31
What are characteristics of suitable interview partners for a change assessment? Note: There are 2 correct answers to this question.

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

Answer: A,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 # 32
A repeated stakeholder analysis for the management team of an impacted business unit reveals that targeted communication activities for one opponent do not have the desired impact on the opponent's attitude. What would you recommend as a next activity?

- A. Ask the project sponsor to get actively involved in stakeholder engagement activities targeted at the opponent.
- B. Provide specific enablement sessions to positively influence the opponent's attitude.
- C. Invite the opponent to the next steering committee meeting to discuss and challenge their negative perception of the

project.
- D. Use financial incentives to motivate the opponent to visibly support the project and thus foster the opponent's buy-in.

Answer: A

Explanation:
When communication fails to shift an opponent's attitude, escalation to a higher authority like the project sponsor is a strategic move in SAP OCM. Option C is correct because the sponsor's involvement leverages their influence to address resistance, aligning with SAP's emphasis on leadership support in stakeholder management. Option A is incorrect-financial incentives are not a standard OCM practice and may undermine genuine buy-in. Option B is impractical; steering committee meetings are for decision-making, not resolving individual resistance. Option D could help but is less effective than sponsor engagement, as enablement alone may not address deeper concerns.
Extract from SAP OCM Concepts: SAP Activate recommends leveraging senior leadership (e.g., sponsors) to manage resistant stakeholders (SAP OCM Framework, Stakeholder Management).

NEW QUESTION # 33
How are users impacted by the implementation of an SAP cloud solution? Note: There are 2 correct answers to this question.

- A. They must adopt the new best-practice processes
- B. They must customize the solution according to their specific needs
- C. They must get accustomed to ongoing change
- D. They must prepare for a long implementation process

Answer: A,C

Explanation:
SAP cloud solutions (e.g., S/4HANA Cloud) reshape user experience. Option A is correct-users must adopt best-practice processes (e.g., standardized procurement) over custom legacy ways, a core shift requiring adaptation-e.g., learning a new UI instead of old shortcuts. Option C is correct as ongoing change-e.g., quarterly releases with new features-demands continuous adjustment, unlike static on-premise systems, impacting daily work patterns.
Option B is incorrect-implementation length affects project teams, not users directly; their impact is post-go- live. Option D is incorrect-users don't customize cloud solutions (a technical task); they adapt to pre- configured standards. SAP OCM focuses on process and change adaptation.
"Users are impacted by adopting best-practice processes and adjusting to ongoing changes from cloud solution updates" (SAP Activate, User Impact Overview).

NEW QUESTION # 34
What advice promotes the successful implementation of change enablement activities? Note: There are 3 correct answers to this question.

- A. Provide a comprehensive enablement strategy guiding the impacted business areas through all enablement activities
- B. Integrate key enablement activities into the overall project plan to increase attention and to avoid critical activities being overlooked
- C. Establish an enablement team with clear roles, responsibilities, skills and time to carry out enablement well
- D. Assign an enablement lead that reports into the steering committee to foster high management attention on enablement activities
- E. Ensure that the enablement team actively participates in the fit-to-standard workshops to derive learning needs for impacted user groups

Answer: A,B,C

Explanation:
Successful change enablement in SAP OCM ensures users adopt the system effectively. Option B is correct because an enablement team with defined roles (e.g., trainer), skills (e.g., content creation), and time ensures professional execution, avoiding ad-hoc efforts.
Option C is correct as a comprehensive strategy (e.g., outlining training phases, tools) guides business areas systematically, aligning enablement with project goals.
Option D is correct because integrating enablement into the project plan (e.g., scheduling training before go- live) ensures visibility and prioritization alongside technical tasks.
Option A is incorrect-reporting to the steering committee overcomplicates governance; the enablement lead coordinates with project

management, not executives directly. Option E is incorrect; fit-to-standard workshops (Explore phase) involve process owners/SMEs, not the enablement team, whose role is delivery, not needs derivation. SAP OCM emphasizes structure and integration for enablement success.

"Promote enablement success with a skilled team, a comprehensive strategy, and integration into the project plan to ensure effective user preparation" (SAP Activate, Enablement Best Practices).

NEW QUESTION # 35

What are possible people-related challenges that change management has to address during an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Users demonstrate a "not-invented-here" attitude towards the new cloud standard and show a lack of buy-in.
- B. Users feel underchallenged and bored by additional repetitive tasks they have to take over.
- C. Users are resistant to learning the technical skills for adapting the new cloud solution to their individual needs.
- D. Users experience stress and frustration because they must unlearn previous habits.

Answer: A,D

Explanation:
SAP cloud implementations introduce significant people-related challenges that change management must mitigate. Option A is correct because the "not-invented-here" syndrome-where users reject external standards (e.g., SAP best practices) in favor of legacy processes-leads to resistance and lack of buy-in, a common barrier in cloud projects due to reduced customization. Option B is correct as users often face stress and frustration when unlearning old habits to adopt new workflows, especially with cloud solutions' standardized processes, which differ from familiar systems. This emotional response requires targeted enablement and support.

Option C is incorrect-users don't typically adapt the cloud solution technically (that's an IT role); their resistance is more about adoption, not technical customization skills. Option D is incorrect; cloud implementations aim to streamline tasks, not add repetitive ones, so boredom isn't a typical challenge- resistance stems from change, not monotony. SAP OCM focuses on overcomingattitudinal and behavioral hurdles to ensure adoption.

"People challenges include resistance from a 'not-invented-here' attitude and stress from unlearning old habits, requiring change management to foster acceptance and adaptation" (SAP OCM Framework, People- Related Challenges).

NEW QUESTION # 36

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