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C_OCM_2503

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>> C-OCM-2503対応問題集 <<

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常にSAP C-OCM-2503試験に参加する予定があるお客様は「こちらの問題集には、全部で何問位、掲載されておりますか?」といった質問を提出しました。心配なくて我々GoShikenのSAP C-OCM-2503試験問題集は実際試験のすべての問題種類をカバーします。70%の問題は解説がありますし、試験の内容を理解しやすいと助けます。

SAP Certified Associate - Organizational Change Management 認定 C-OCM-2503 試験問題 (Q79-Q84):

質問 # 79

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

正解: A、C

解説:

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).

質問 # 80

What are typical tasks of a change manager in cloud projects? Note: There are 3 correct answers to this question.

- A. Orchestrating the change management activities
- B. Acting as key speakers in information sessions for the business
- C. Advising all leaders how to break resistance within their team
- D. Providing expertise for handling people-related challenges

- E. Supporting the execution of change management activities

正解: A、D、E

解説:

The change manager in SAP cloud projects drives OCM execution. Option A is correct because orchestrating activities (e.g., coordinating communication, training) ensures a cohesive effort, like a conductor aligning an orchestra-e.g., timing stakeholder workshops with project milestones. Option C is correct as providing expertise on people challenges (e.g., resistance, skill gaps) guides the project team, offering solutions like tailored enablement. Option D is correct because supporting execution (e.g., facilitating workshops, reviewing plans) ensures activities succeed, often hands-on with the team.

Option B is incorrect-"advising all leaders" overstates the role; change managers coach key leaders, but breaking resistance is a shared leadership task. Option E is incorrect; while they might speak, key speakers are often sponsors or leaders for authority-change managers focus on planning, not presenting. SAP OCM defines the change manager as a strategic coordinator and expert. "Change managers orchestrate OCM activities, provide people-focused expertise, and support execution to ensure project success" (SAP Activate, Change Manager Role).

質問 # 81

What are typical change management practices to foster innovation adoption during the run phase of a cloud solution? Note: There are 3 correct answers to this question.

- A. Provide learning and enablement offerings for the impacted user groups
- B. Communicate the changes related to new releases to the impacted user groups
- C. Adapt the workplace environment of the impacted user groups
- D. Assess the change impacts of new releases for the impacted user groups
- E. Motivate the change agents to support the impacted user groups

正解: A、B、D

解説:

In the SAP Activate Run phase, change management sustains adoption as cloud solutions (e.g., S/4HANA Cloud) evolve with regular releases. Option A is correct because assessing change impacts of new releases (e.g., new features' effects on processes) ensures proactive planning for user adaptation, a continuous task in cloud environments. Option D is correct as providing learning and enablement offerings (e.g., webinars, tutorials) equips users to adopt innovations, addressing skill gaps post-go-live. Option E is correct because communicating release changes (e.g., via newsletters) keeps users informed, reducing resistance and encouraging uptake.

Option B is incorrect-motivating change agents is ongoing but not specific to innovation adoption;their role is broader. Option C is incorrect; adapting the workplace environment (e.g., physical setups) is rare in cloud contexts, which focus on system/process changes. SAP OCM emphasizes impact assessment, enablement, and communication for ongoing adoption.

"In the Run phase, foster innovation adoption by assessing release impacts, providing enablement offerings, and communicating changes to impacted users" (SAP Activate, Run Phase OCM Practices).

質問 # 82

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

正解: A

質問 # 83

The stakeholder analysis in a cloud project reveals that some individual stakeholders belong to the "supporters" category. Which strategies should you use? Note: There are 2 correct answers to this question.

- A. Use their positive attitude to influence others in their area of responsibility
- B. Assign them project roles to increase their influence on the success of the project
- C. Involve them in project activities to facilitate design decisions
- D. Ask them to exert pressure on the skeptics in their area of responsibility

正解: A、B

解説:

Supporters in SAP OCM stakeholder analysis (e.g., enthusiastic managers) are assets to leverage. Option C is correct because assigning project roles (e.g., change agent) amplifies their influence-e.g., a supportive lead driving adoption in their unit boosts success. Option D is correct as their positive attitude can sway others-e.

g., a supporter sharing benefits in a meeting shifts skeptics' views organically.

Option A is incorrect-pressuring skeptics risks backlash; influence should be subtle, not coercive. Option B is incorrect; design decisions (e.g., process flows) are for experts, not supporters' primary role, which is advocacy. SAP OCM maximizes supporters' enthusiasm strategically.

"Leverage supporters by assigning roles to enhance their impact and using their positivity to influence others effectively" (SAP Activate, Stakeholder Management Strategies).

質問 # 84

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