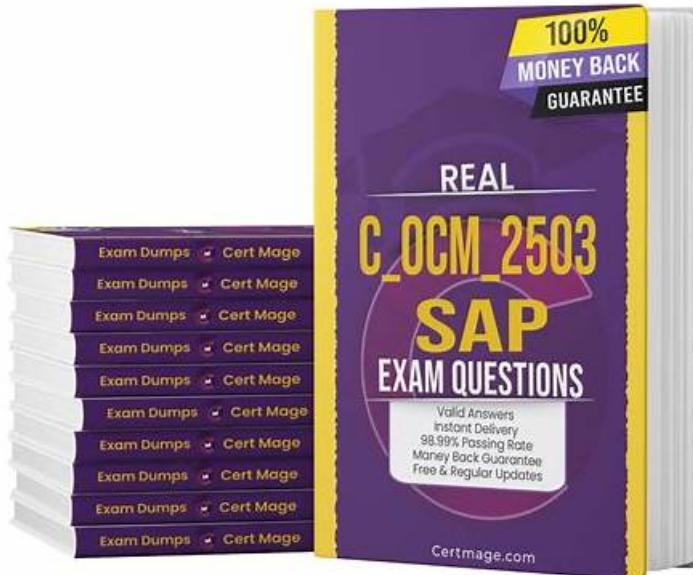


C-OCM-2503試験復習赤本 & C-OCM-2503関連合格問題



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SAP C-OCM-2503 認定試験の出題範囲:

トピック	出題範囲
トピック 1	<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.
トピック 2	<ul style="list-style-type: none">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.
トピック 3	<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.
トピック 4	<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.

トピック 5	<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.
トピック 6	<ul style="list-style-type: none"> 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.

>> C-OCM-2503試験復習赤本 <<

C-OCM-2503関連合格問題 & C-OCM-2503最新試験

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SAP Certified Associate - Organizational Change Management 認定 C-OCM-2503 試験問題 (Q27-Q32):

質問 #27

What are risks of skipping the detailed change impact analysis in a cloud project? Note: There are 2 correct answers to this question.

- A. Underestimating the change impacts of the cloud project
- B. Decreasing motivation within the project team
- C. Lacking insights for updating the change story
- D. Missing information for planning the organizational transition

正解: A、D

解説:

Skipping the detailed CIA (Explore/Realize phases) in SAP OCM has significant consequences. Option C is correct because underestimating impacts (e.g., process changes, user resistance) leads to inadequate preparation, risking adoption failure. Option D is correct as missing detailed insights (e.g., specific process or role changes) hampers transition planning, leaving gaps in training or communication.

Option A is incorrect - team motivation isn't directly tied to CIA; it's more about leadership and recognition.

Option B is incorrect; the change story relies on high-level insights, not detailed CIA, though it might be refined later. SAP OCM stresses detailed CIA for precise transition management.

"Omitting detailed CIA risks underestimating impacts and missing critical transition planning data, jeopardizing project success" (SAP Activate, OCM Workstream, CIA Importance).

質問 #28

How would you prepare to conduct a detailed change impact analysis workshop? Note: There are 2 correct answers to this question.

- A. Schedule individual upfront meetings with all workshop participants to collect initial insights
- B. Create a template with the relevant business processes broken down to a suitable level for the discussion
- C. Select one relevant impact dimension to be analyzed, for example process, technology, organization, or people
- D. Invite the appropriate workshop participants, for example process owners, subject matter experts, and key users

正解: B、D

解説:

Preparing for a detailed change impact analysis (CIA) workshop, typically conducted in the SAP Activate Explore or Realize phase, requires careful planning to ensure actionable outcomes. Option A is correct because inviting the right participants-process owners (who understand current workflows), subject matter experts (SMEs, who provide technical/process depth), and key users (who represent end-user perspectives)- ensures a comprehensive assessment of impacts across affected areas. Their diverse insights are critical for identifying specific changes at a granular level, such as how a process shift affects daily tasks or system usage. Without these stakeholders, the workshop risks missing critical details or buy-in, undermining its effectiveness.

Option B is correct because creating a template with relevant business processes broken down to a suitable level (e.g., subprocesses like "order entry" within "order-to-cash") provides a structured framework for discussion. This template might include columns for as-is vs. to-be states, impact severity, and affected roles, enabling participants to systematically evaluate changes. It ensures focus and consistency, preventing the workshop from becoming a free-for-all discussion, and aligns with SAP's methodical approach to CIA.

Option C is incorrect because scheduling individual upfront meetings with all participants is impractical and time-consuming for a detailed CIA, which builds on prior high-level analysis. While some pre-workshop input might be gathered, the workshop itself is the collaborative forum for insights, not pre-meetings. Option D is incorrect because limiting the analysis to one dimension (e.g., only "process") contradicts the holistic nature of a detailed CIA, which assesses multiple dimensions (process, technology, organization, people) to capture the full scope of change. SAP OCM emphasizes stakeholder inclusion and structured tools for detailed CIA preparation.

"Preparation for a detailed change impact analysis workshop involves inviting key stakeholders such as process owners, SMEs, and key users, and providing a structured template of business processes to guide the assessment of impacts across all dimensions" (SAP Activate Methodology, OCM Workstream, Detailed CIA Preparation).

質問 #29

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. The focus on topics that didn't go well saves time during the workshop
- 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. Clear rules of engagement, such as "avoid finger-pointing," facilitate the process
- E. A workshop setting is the best way to capture lessons learned

正解: C、D

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 #30

How does working with personas help to convey stakeholder-specific messages in cloud projects?

- A. Personas that resemble opinion leaders of the represented stakeholder groups underline the communicated messages, because users unconsciously perceive the persona as very trustworthy
- B. Personas with similar demographics and attitudes of the represented stakeholder group allow you to address emotions instead of just conveying facts, because users identify with the persona and build empathy
- C. Personas with relevant IT and process competencies for a specific stakeholder group support the communication of facts and figures, because the personas are considered to be credible experts for the communicated content
- D. Personas representing innovators and visionaries within the represented stakeholder group trigger the reflection of

communicated messages, because users are motivated to challenge their previous assumptions

正解: B

解説:

Personas in SAP OCM are fictional profiles representing stakeholder groups (e.g., "Finance UserAnna") to tailor communication. Option A is correct because personas mirroring demographics (e.g., age, role) and attitudes (e.g., skeptical) resonate emotionally with users, who see themselves in the persona. This empathy shifts focus from dry facts (e.g., "new system features") to feelings (e.g., "how it helps me"), enhancing message impact. For example, a persona like "Manager Mike, 45, cautious but open" can address fears while highlighting benefits, making communication relatable.

Option B is incorrect-opinion leader resemblance might build trust, but unconscious perception isn't the primary mechanism; identification is. Option C is incorrect; innovators/visionaries may inspire, but triggering reflection isn't the core purpose-adoption is. Option D is incorrect; personas aren't experts for facts-they're tools for emotional connection, not technical credibility. SAP OCM uses personas to humanize communication.

"Personas reflecting stakeholder demographics and attitudes enable emotional messaging, fostering empathy and identification to drive adoption" (SAP OCM Framework, Persona Development).

質問 #31

What are typical roles for managing and executing enablement activities in an SAP project? Note: There are 3 correct answers to this question.

- A. Enablement lead for overseeing all enablement activities
- B. Content developer and trainer for creating and delivering enablement activities
- C. Enablement administrator for managing the enablement logistics
- D. Process owner for creating and delivering enablement content
- E. Test manager for validating the enablement content

正解: A、B、C

解説:

Enablement in SAP projects involves specific roles to ensure effective training. Option A is correct because the enablement administrator handles logistics (e.g., scheduling, tools). Option B is correct as content developers and trainers create and deliver materials. Option E is correct because the enablement lead oversees the strategy and execution. Option C is incorrect-process owners provide input but don't typically create or deliver content. Option D is incorrect; test managers validate systems, not enablement content.

Extract from SAP OCM Concepts: SAP Activate's enablement workstream defines roles like administrator, trainer, and lead for effective learning (SAP Enablement Framework).

質問 #32

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