試験の準備方法-高品質なC_OCM_2503前提条件試験-有難いC_OCM_2503対応内容

Exam : **C_OCM_2503**

Title : SAP Certified Associate - Organizational Change Management

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>> C_OCM_2503前提条件 <<

C_OCM_2503対応内容 & C_OCM_2503関連日本語版問題集

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SAP Certified Associate - Organizational Change Management 認定 C_OCM_2503 試験問題 (Q22-Q27):

質問 # 22
What are typical sources of information for identifying stakeholder groups? Note: There are 3 correct answers to this question.

- A. Employee representative or works council
- B. The project sponsor
- C. Senior managers of impacted business units
- D. The IT department
- E. The HR department

正解：B、C、E

質問 # 23
In the SAP Activate Prepare phase, the cloud project is set up and officially launched. Which change management activities are usually started in this phase? Note: There are 3 correct answers to this question.

- A. Develop and align the change network strategy
- B. Conduct a detailed change impact analysis
- C. Facilitate the role mapping process
- D. Develop an initial change plan for the cloud project
- E. Identify the key stakeholders and conduct a stakeholder analysis

正解：A、D、E

解説：
The SAP Activate Prepare phase is the foundational stage where the project is initiated, and change management begins laying the groundwork for success. Option A is correct because developing an initial change plan establishes the roadmap for OCM activities, outlining scope, timelines, and key interventions aligned with the project plan. This plan is high-level at this stage, focusing on setting direction rather than granular details, which come later. Option B is correct as identifying key stakeholders and conducting a stakeholder analysis is a critical early step to understand who will be impacted, their influence, and their attitudes (e.g., supporters or opponents). This analysis informs subsequent engagement strategies. Option D is correct because developing and aligning the change network strategy involves planning how change agents will support the project, ensuring early buy-in from influential individuals

across the organization.

Option C is incorrect because a detailed change impact analysis (CIA) typically occurs in the Explore phase, where process gaps are identified during fit-to-standard workshops. In Prepare, only a high-level CIA might begin, but the question specifies "detailed," which doesn't align here. Option E is incorrect as role mapping (assigning SAP roles to users) is a technical and enablement activity that happens later, often in the Realize phase, not Prepare. The Prepare phase focuses on readiness and planning, not execution-level tasks like role mapping. In SAP OCM, these activities ensure a proactive start, aligning people-related efforts with the project's kickoff.

"In the Prepare phase, change management initiates activities such as developing an initial change plan, conducting stakeholder analysis, and defining the change network strategy to establish a solid foundation for the project" (SAP Activate Methodology, Change Management Workstream, Prepare Phase).

質問 # 24

What is the difference between the high-level and the detailed change impact analysis?

- A. The high-level change impact analysis is scheduled in the SAP Activate Realize phase, whereas the detailed change impact analysis is scheduled in the SAP Activate Explore phase.
- B. The high-level change impact analysis is conducted on a business unit level, whereas the detailed change impact analysis is conducted on a business process level.
- C. The high-level change impact analysis is facilitated by the change manager, whereas the detailed change impact analysis is facilitated by the project lead.
- D. The high-level change impact analysis focuses on the as-is processes, whereas the detailed change impact analysis focuses on the to-be processes.

正解：B

解説：

The high-level CIA provides a broad overview, while the detailed CIA dives deeper. Option B is correct because the high-level analysis assesses impacts at a business unit level (e.g., departments affected), while the detailed analysis drills down to specific processes (e.g., order-to-cash changes). Option A is incorrect-both are typically facilitated by the change manager. Option C is incorrect; both analyses consider as-is and to-be states, but the high-level is less granular. Option D is incorrect-high-level CIA occurs in Prepare/Explore, detailed in Explore/Realize, not as specified.

Extract from SAP OCM Concepts: High-level CIA is broad and unit-focused, while detailed CIA is process- specific (SAP Activate, OCM Workstream).

質問 # 25

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

正解：C、D

質問 # 26

What are typical aspects that can keep the change agents motivated to engage in the change network of a cloud project? Note: There are 3 correct answers to this question.

- A. Opportunity to influence the design of the new business processes
- B. Possibility to foster their own visibility within the organization
- C. Occasion to exchange with peers from different units
- D. Chance to look behind the scenes of a business transformation
- E. Prospect of a skill development regarding project management

正解：B、C、D

解説：

Change agents in SAP OCM are key employees who support adoption within their units, and motivation is critical to their effectiveness in a cloud project's change network. Option A is correct because fostering visibility-e.g., being recognized by leadership during a townhall-boosts their professional profile, making their role rewarding. Imagine an agent praised for rallying their team; this public acknowledgment drives engagement. Option B is correct as peer exchange across units (e.g., in network meetings) offers collaboration and learning-e.g., a sales agent sharing tips with a finance agent-building a sense of community and value. Option E is correct because looking behind the scenes of a transformation (e.g., understanding why cloud standardization was chosen) satisfies curiosity and gives agents a privileged perspective, enhancing their investment in the project.

Option C is incorrect-designing business processes is typically a task for process owners or consultants during fit-to-standard workshops (Explore phase), not change agents, who focus on communication and support, not process creation. Option D is also incorrect; while skill development (e.g., project management) might occur incidentally, it's not a primary motivator or structured outcome for agents, who are selected for influence, not training. SAP OCM emphasizes intrinsic and social motivators like visibility, connection, and insight to sustain agent enthusiasm, aligning with their role as grassroots advocates.

"Motivate change agents with opportunities for visibility, peer exchange, and insight into the transformation to maintain their active engagement in the change network" (SAP Activate Methodology, Change Network Motivation Strategies).

質問＃27

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