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UNIVERSITY OF LIMPOPO
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FACULTY OF MANAGEMENT & LAW
SCHOOL OF ECONOMICS AND MANAGEMENT
DEPARTMENT OF BUSINESS MANAGEMENT

MODULE: CBMA012 TEST 1 14 AUGUST 2023
(INTRODUCTION TO BUSINESS MANAGEMENT)

TIME: 1H45 PAPER : P1

MARKS: (75 MARKS CONVERTED TO 100)

EXAMINERS: MR M J SEKELE

: MS KN MOTEBEJANE

MODERATOR: DR R MASOCHA

THIS PAPER CONSISTS OF ... 12... PAGES INCLUDING COVER PAGE

INSTRUCTIONS

1. Answer all the questions
2. Write neatly and legibly
3. Answer Section A (Multiple choice) on the Punch Card provided and Section B in the Answer Book provided

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SAP C-OCM-2503 Exam Syllabus Topics:

Topic	Details
Topic 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.
Topic 2	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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 4	<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.
Topic 5	<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.
Topic 6	<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.
Topic 7	<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.

SAP Certified Associate - Organizational Change Management Sample Questions (Q32-Q37):

NEW QUESTION # 32

How would you carry out a high-level change impact analysis?

- A. Set up a survey within the project team
- B. Analyze the differences between as-is and to-be processes
- C. Conduct interviews and workshops with key project stakeholders

- D. Define and assess key change impact metrics

Answer: C

Explanation:

A high-level change impact analysis (CIA) in SAP OCM gathers broad insights early on. Option C is correct because interviews and workshops with stakeholders (e.g., business leads) provide a comprehensive view of impacts across units. Option A is incorrect- surveys are too narrow and project-team focused. Option B is part of detailed CIA, not high-level. Option D is a follow-up, not the method itself. SAP emphasizes stakeholder engagement for high-level CIA.

"Conduct high-level change impact analysis through stakeholder interviews and workshops to assess broad impacts" (SAP Activate, OCM Workstream, Prepare Phase).

NEW QUESTION # 33

What are the key elements of a user adoption strategy for an SAP cloud implementation? Note: There are 2 correct answers to this question.

- A. Agreed catalog of strategies to mitigate user adoption risks or issues
- B. Identified business stakeholders to be informed about the analysis results
- C. Defined process for monitoring the selected user adoption indicators
- D. Agreed list of appropriate user adoption indicators before and after go-live

Answer: C,D

Explanation:

A user adoption strategy in SAP OCM ensures sustained system use. Option B is correct because a defined monitoring process (e.g., monthly usage reports) tracks indicators like login frequency, ensuring adoption is measured systematically. Option C is correct as an agreed list of indicators (e.g., transaction completion rates pre-go-live, satisfaction scores post-go-live) provides clear metrics to assess success, set during planning (Prepare/Explore).

Option A is incorrect- "catalog of strategies" is vague; mitigation is part of broader OCM, not the adoption strategy's core. Option D is incorrect; identifying stakeholders for results is operational, not a key element of the strategy itself. SAP OCM focuses on measurable adoption drivers.

"A user adoption strategy includes a monitoring process and agreed indicators to track and ensure successful system uptake" (SAP Activate, User Adoption Strategy).

NEW QUESTION # 34

What is the main goal of a business readiness test in an SAP cloud project?

- A. Detect people-related issues and challenges for an upcoming go-live
- B. Identify business managers that must be motivated to support the go-live
- C. Collect ideas for change communication activities to support the go-live
- D. Evaluate if the incentive systems are suitable to support the upcoming go-live

Answer: A

Explanation:

A business readiness test (or assessment) in SAP OCM, typically in the Deploy phase, evaluates preparedness for go-live. Option A is correct because its main goal is detecting people-related issues-e.g., low training uptake or resistance in a unit-that could disrupt the transition, allowing mitigation before launch. For instance, a survey showing poor process understanding triggers extra enablement.

Option B is incorrect-identifying managers needing motivation is a stakeholder analysis task (Prepare), not readiness testing's focus. Option C is incorrect; collecting communication ideas is a planning activity, not the test's purpose, which is assessment. Option D is incorrect-incentive systems are HR-related and outside OCM's readiness scope. SAP OCM uses this test to ensure a smooth go-live.

"The business readiness test aims to detect people-related issues and challenges prior to go-live, enabling timely corrective actions" (SAP Activate, Business Readiness Assessment).

NEW QUESTION # 35

At the beginning of a large-scale cloud implementation project, the project lead asks the change manager to develop a detailed

change plan for all upcoming implementation waves. How should the change manager react? Note: There are 2 correct answers to this question.

- A. Refer to the advantages of an agile approach for continuously updating and refining the change plan
- B. Point out that the change plan will only be provided at a very generic level and all refinements will be documented in an open activity list
- C. Explain that early granular planning is often a waste of time and resources, as many factors can still have an impact on the change plan
- D. Ask the project lead to provide a detailed project plan for all implementation waves as a basis for elaborating the change plan

Answer: A,B

NEW QUESTION # 36

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

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

Answer: B,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 # 37

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