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SAP Certified Specialist - Project Manager - SAP Activate for Agile Implementation Management

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QUESTION 1

What is the result of fit-to-standard workshops?

- A. Detailed assessment of customer's current business processes
- B. Preparation of standard test cases and test scripts for end users
- C. Prioritization of the requirements backlog by the team
- D. Confirmation solution fit and identification of delta requirements

Correct Answer: D

The result of fit-to-standard workshops in the SAP Activate methodology is:

Confirmation solution fit and identification of delta requirements: These workshops aim to match the business processes with the standard functionality of the SAP system and identify any gaps (delta requirements) that need customization or additional solutions.

Fit-to-standard workshops are crucial for understanding how well the standard SAP solutions meet the business needs and what modifications are required to fully support the business processes.

References:

SAP Activate methodology

Implementation strategies for SAP S/4HANA

SAP Activate Elements

QUESTION 2

What solution operations framework can customers use to create a joint business and IT organization?

- A. Customer Center of Expertise
- B. SAP Roadmap Explorer
- C. Solution Standardization Board
- D. Transformation Management Office

Correct Answer: A

The correct solution operations framework that customers can use to create a joint business and IT organization is:

Customer Center of Expertise: This framework helps organizations to develop internal competencies and capabilities necessary to maximize the value of their SAP solutions, fostering a collaborative environment between business and IT.

Options B (SAP Roadmap Explorer), C (Solution Standardization Board), and D (Transformation Management Office)

are valuable tools and organizational structures but do not specifically serve to create a joint business and IT organization

as effectively as a Customer Center of Expertise.

References:

SAP solution operations frameworks documentation

Best practices for SAP project and solution management

QUESTION 3

Where do you activate SAP Best Practices from Cloud ALM to be used during the fit-to-standard workshops for SAP S/4HANA Cloud Public Edition?

- A. Quality System
- B. Development System
- C. Production System
- D. Starter System

Correct Answer: D

In the context of SAP S/4HANA Cloud Public Edition, SAP Best Practices are activated from the Starter System during the fit-to-standard workshops. The Starter System in SAP S/4HANA serves as a preliminary, fully configured system that allows project teams to explore and understand SAP functionalities, configure business processes, and make necessary adjustments before these are moved to the production environment. It is crucial during the initial stages of implementation to help in aligning the standard SAP solutions with the organization's business processes. The activation of these practices in the Starter System ensures that the project team can test and validate processes without affecting the live business operations that occur in the production system, or ongoing development in the development system

QUESTION 4

What should the project team consider when defining their sprint duration and cadence? Note: There are 2 correct answers to this question.

- A. Sprint duration between 1 week to 4 weeks.
- B. Adjust sprint duration based on team availability.
- C. Set variable sprint duration based on work.
- D. Establish fixed duration of each sprint.

Correct Answer: AD

When defining their sprint duration and cadence, the project team should consider:

Sprint duration between 1 week to 4 weeks: This is the typical range for sprint durations in Agile methodologies. It

balances the need for frequent feedback with the practicalities of meaningful work increments.

Establish fixed duration of each sprint: Setting a fixed duration for sprints helps establish a consistent rhythm for the team, making planning and progress tracking easier and more predictable.

Adjusting sprint duration based on team availability (Option B) and setting variable sprint durations based on work (Option C) can lead to inconsistencies that disrupt the team's rhythm and make it difficult to measure progress across sprints.

References:

Best practices for setting sprint durations in Agile

Agile project management guides

SAP Activate Elements

QUESTION 5

Which artifacts in the Testing workstream are created within the Realize phase? Note: There are 2 correct answers to this question.

- A. User Acceptance Test - Plan
- B. Test Strategy
- C. Functional Specifications
- D. Functional Test Scenarios

Correct Answer: AD

During the Realize phase, key artifacts related to testing that are typically created include:

User Acceptance Test - Plan: This plan outlines the scope, objectives, and schedule for user acceptance testing, which is critical for ensuring that the system meets business needs.

Functional Test Scenarios: These are detailed descriptions of tests that will be performed to verify the functionality of the system against the business requirements.

These artifacts are integral to ensuring that the system is thoroughly tested and meets the specified requirements before going live.

References:

Testing strategy in SAP Activate

Realize phase documentation for SAP S/4HANA

New Implementation SAP S/4HANA Cloud

QUESTION 6

Which estimation technique can be used in an Agile delivery approach to size the User Stories during sprint planning?

- A. Leveraging effort estimates for similar User Stories from another Scrum team
- B. Detailed bottom-up estimates that break each User Story into shorter tasks
- C. Relative estimates in Ideal Person Days that reflect the best estimates provided by the project team
- D. Detailed top-down estimates by the Scrum Master in story points or Ideal Person Days

Correct Answer: C

In an Agile delivery approach, an estimation technique that can be used during sprint planning to size the User Stories is:

Relative estimates in Ideal Person Days that reflect the best estimates provided by the project team: This technique involves estimating the size of user stories relative to each other in terms of "ideal" days of work, assuming no interruptions

for the person working on the story. This approach helps to gauge the effort and time required based on the team's experience and judgment.

Relative estimation helps the team to prioritize work and manage workload more effectively, relying on their collective expertise and past experience to provide realistic assessments.

References:

Agile estimation practices

User story sizing in Agile projects

Agile Project Planning

QUESTION 7

When do you perform Quality Gate (Q-Gate) during a project? Note: There are 2 correct answers to this question.

- A. At the end of Realize phase
- B. At the end of Prepare phase
- C. At the end of Discover phase
- D. At the end of Run phase

Correct Answer: AB

Quality Gates (Q-Gates) are performed during a project at specific phases to ensure quality and readiness for the next phase:

At the end of Realize phase: This is a critical checkpoint to assess if the project deliverables are ready for deployment and meet the set expectations.

At the end of Prepare phase: Marks the completion of initial project setup and planning, ensuring all elements are in place for the project's execution phase. Options C (At the end of Discover phase) and D (At the end of Run phase) are

not

typically associated with Quality Gates in the SAP Activate methodology.

References:

SAP Activate project planning and control

Implementation standards within SAP projects

QUESTION 8

In SAP Activate, what tool is used in the agile delivery approach during the Realize phase to make forecasts based on actual data?

- A. Scrum board
- B. Product backlog
- C. Burndown chart
- D. Release plan

Correct Answer: C

In the agile delivery approach during the Realize phase of SAP Activate, the tool used to make forecasts based on actual data is:

Burndown chart: This tool helps agile teams track the amount of work remaining in a sprint or project, providing a visual measure of progress against the planned work and timeline. It is particularly useful for forecasting completion rates and adjusting workflows accordingly to meet deadlines. Options A (Scrum board), B (Product backlog), and D (Release plan) serve different purposes, primarily for task organization and release scheduling, rather than providing data-driven forecasts.

References:

Agile project management tools in SAP Activate

Real-time project tracking and forecasting techniques

QUESTION 9

What are some of the key characteristics of the implementation approach in the SAP Activate methodology? Note: There are 2 correct answers to this question.

- A. Fixed scope
- B. Cloud ready
- C. Scaled agile framework built in

D. Based on ready-to-use content

Correct Answer: BD

Key characteristics of the implementation approach in the SAP Activate methodology include:

Cloud ready: The methodology is designed to support cloud implementations, providing frameworks and tools tailored to leverage the benefits of cloud environments.

Based on ready-to-use content: SAP Activate methodology incorporates a wealth of preconfigured content, accelerators, and tools that enable rapid deployment and realization of value from SAP

solutions. Options A (Fixed scope) and C (Scaled agile framework built in) do not accurately represent the foundational principles of SAP Activate, which emphasizes flexibility and adaptability to project requirements rather than a rigid scope

or a specific agile framework.

References:

SAP Activate methodology essentials

Cloud implementation strategies provided by SAP

QUESTION 10

Which of the following are benefits of using ready-to-use content? Note: There are 2 correct answers to this question.

- A. Predictable results
- B. Maximized total cost of ownership
- C. Exhaustive solution documentation
- D. Fast time-to-value

Correct Answer: AD

The benefits of using ready-to-use content in SAP Activate include:

Predictable results: The use of standardized, pre-configured content ensures that outcomes are consistent and predictable, reducing the variability often associated with custom developments.

Fast time-to-value: Ready-to-use content accelerates the implementation process by reducing the time needed for development and configuration, leading to quicker realization of benefits and value from the investment.

These benefits demonstrate the effectiveness of using standardized content in achieving quicker and more reliable outcomes in SAP implementations.

References:

SAP Activate methodology benefits

Efficiency gains from using SAP Best Practices

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