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1. Unified Scenario Simulation
2. Micro Skill Drill Exam

Topic: 1
Unified Scenario Simulation
Larkfield Beverages Plans a RISE Move to Cloud Private Edition
****Business Context****
Larkfield Beverages is a regional soft-drinks bottler based in the north of England, operating three bottling sites and a shared distribution centre, with roughly 1,200 employees. The company has grown steadily through regional supermarket contracts, and its leadership now wants a modern ERP foundation to support tighter cost control and faster financial reporting. After evaluating its options, Larkfield has signed a RISE with SAP agreement to move to SAP S/4HANA Cloud Private Edition, replacing a long-running, heavily tailored legacy SAP system that has accumulated many custom enhancements over more than a decade of use.
****Programme Background****
A newly appointed project manager has been asked to lead the implementation on the customer side, working alongside an SAP partner delivery team. The executive steering committee is keen to see momentum and has asked for an early view of how the programme will be structured and how progress will be tracked. Leadership has set two clear expectations for the move: the company's historical transactional records must remain available after the transition, and the volume of custom code should be reduced wherever the standard solution can now meet the need.
****Solution Landscape****
The legacy environment supports finance, procurement, inventory, and warehouse operations, several of which run on custom-built processes and reports that the finance team uses daily. The partner has noted that many of these custom reports now have standard analytics equivalents in the target solution, while a smaller number cover requirements with no standard equivalent. Early conversations suggest that some long-standing customisations were built to compensate for older system limitations that the new solution already addresses.
****Delivery Approach****
The partner has recommended structuring the programme around the RISE with SAP methodology and its recommended tools, used together with SAP Activate, so that work is sequenced through defined phases with consistent governance. The partner has also proposed beginning with fit-to-standard workshops to confirm which standard processes fit Larkfield's operations before the detailed build schedule is finalised. The project manager recognises that decisions taken at this early stage will shape scope, cost, and the eventual go-live date.
****Monitoring Setup****
To give the steering committee a dependable view of progress, the project manager intends to manage and monitor the implementation centrally rather than through scattered status reports. Work will span several parallel workstreams, including finance, warehouse, and integration, each progressing at its own pace. The project manager is aware that tasks can look healthy in isolation while a shared milestone that depends on more than one workstream quietly slips, and wants the tracking approach to surface that kind of cross-team dependency rather than hide it.
****Adoption Considerations****
Beyond the technical move, the project manager has picked up clear signals of unease among finance and warehouse staff, who are comfortable with today's ways of working and uncertain about the

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change ahead. One operations manager has suggested that a single training session in the final week before go-live should be enough to prepare everyone. With change-management capacity limited, the project manager must decide how early to engage affected teams, where to focus that effort first, and how to handle the moment — likely close to go-live — when readiness and schedule pressures meet.

Your assignment

You are the customer-side project manager leading Larkfield Beverages' move to SAP S/4HANA Cloud Private Edition under a RISE with SAP agreement, working with an SAP partner delivery team. Leadership requires that historical transactional records remain available and that custom code be reduced where the standard solution now meets the need. You must advise the steering committee on how to structure the programme, track its progress, and prepare people for the change. Reason as an advisor: weigh the stated goals and constraints and recommend the soundest direction. Do not assume facts the briefing does not provide

1. CHALLENGE 1 — Choosing the Transition Path to S/4HANA Cloud Private Edition

• Advise which transition approach reconciles preserving historical data with reducing custom code.
• Recommend how to treat existing custom reports relative to available standard analytics.
• Explain why confirming standard-process fit early supports a sound scope and schedule baseline.

Checkpoints

• The recommended path visibly satisfies both the data-retention and custom-code-reduction goals.
• Custom objects are retained only where no standard equivalent exists.
• Schedule commitments rest on validated fit decisions, not assumptions.

2. CHALLENGE 2 — Structuring the Programme Around the RISE with SAP Methodology

• Advise the committee on why the programme should follow the RISE with SAP methodology rather than an ad-hoc plan.
• Explain how the methodology's recommended tools, used with SAP Activate, add delivery value.

Checkpoints

• The rationale ties the methodology to phase sequencing, governance, and progress tracking.
• The tools are positioned as active delivery support, not formality or paperwork.

3. CHALLENGE 3 — Setting Up Project Monitoring and Task Tracking in SAP Cloud ALM

• Recommend an approach to manage and monitor implementation tasks across parallel workstreams.
• Diagnose why a dependent milestone can slip while its underlying tasks each report "on track".

Checkpoints

• Progress is tracked centrally and consistently across workstreams.
• Cross-workstream dependencies are made visible so shared milestones are protected.

4. CHALLENGE 4 — Securing User Adoption Through Organizational Change Management

• Advise when and how to begin organizational change management for affected teams.
• Recommend how to prioritise limited change-management capacity.
• Recommend how to handle a late readiness gap against steering-committee schedule pressure.

Checkpoints

• Change management begins early, based on a change-impact assessment.
• Effort is directed first to the most-affected teams and processes.
• The readiness-versus-schedule trade-off is made visible for the committee to decide.

Question: 1

CHALLENGE 1 — Choosing the Transition Path to S/4HANA Cloud Private Edition

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Leadership wants to preserve years of historical transactional data while reducing custom code where standard processes now suffice.
As project manager advising the steering committee, which transition approach best fits these combined goals?

A. Recommend a new (greenfield) implementation and reload master data only, accepting that historical transactional records will be left behind in the legacy system.
B. Recommend a system conversion that carries every existing custom enhancement forward unchanged, since that is the quickest possible route to a live private-edition system for the business.
C. Recommend a system conversion to retain historical data, paired with fit-to-standard workshops to retire custom code where the standard process now meets the requirement.
D. Recommend running a conversion and a greenfield build in parallel and choosing later, so the committee keeps every option open through the build phase.

Answer: C

Explanation:
A system conversion keeps existing transactional history in place, satisfying the data-retention goal, while fit-to-standard workshops let the team adopt standard processes and drop custom code only where it is genuinely redundant. This meets the clean-core ambition without forcing an unnecessary rebuild.

Question: 2

CHALLENGE 1 — Choosing the Transition Path to S/4HANA Cloud Private Edition

Several legacy custom reports are used daily by finance, yet many now duplicate standard analytics available in the target solution.
How should the project manager advise handling these custom reports during scoping?

A. Rebuild every legacy custom report in the new system before go-live, so finance sees no change in their tools on day one.
B. Assess each custom report against the available standard analytics in fit-to-standard workshops, retaining only those with no standard equivalent.
C. Drop all custom reports at once and ask finance to adapt, since standard analytics are always preferable in a cloud solution.
D. Postpone every reporting decision until hypercare, keeping all legacy custom reports running in parallel through the first few months after go-live.

Answer: B

Explanation:
Evaluating each report against standard analytics keeps only what adds value and removes redundant custom objects, supporting clean core while protecting genuinely needed finance capability.

Question: 3

CHALLENGE 1 — Choosing the Transition Path to S/4HANA Cloud Private Edition

The partner recommends validating which standard processes fit Larkfield's operations before the detailed build schedule is locked.
What is the strongest project-management reason to validate process fit before locking the build schedule?

A. It lets the build schedule and scope rest on decisions the business has already validated, reducing rework once construction begins.
B. It shifts most of the configuration effort earlier, so the later build phase can then proceed with little involvement from business users.
C. It allows the team to commit firm go-live dates to the committee immediately, before the workshops have actually concluded.
D. It concentrates early scoping on the finance workstream, on the assumption that other areas will not deviate from standard.

Answer: A

Explanation:
Validating fit before locking the schedule means the plan reflects confirmed scope, so the build phase starts from agreed decisions and avoids costly mid-build redesign.

Question: 4

CHALLENGE 2 — Structuring the Programme Around the RISE with SAP Methodology

The committee asks why the programme should follow the RISE with SAP methodology rather than the team's own ad-hoc plan.
Which is the best advisory response?

A. The methodology should be adopted mainly because it is contractually required, regardless of whether it actually adds any real delivery value.
B. The team's own plan is preferable, because a standard methodology cannot reflect Larkfield's specific bottling operations.
C. The methodology is useful only for the partner's internal reporting and has little bearing on Larkfield's delivery decisions.
D. Its defined phases and recommended tools give the programme a proven structure for sequencing work and tracking progress consistently.

Answer: D

Explanation:
The RISE with SAP methodology provides defined phases and recommended tools that structure how work is sequenced and how progress is tracked, giving the programme a consistent, proven framework rather than an improvised plan.

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Question: 5

CHALLENGE 2 — Structuring the Programme Around the RISE with SAP Methodology

The methodology recommends specific tools to support its phases, used together with SAP Activate.
How should the project manager explain the value of using those recommended tools?

A. The tools replace the need for a project manager, since they automate the programme's key delivery decisions end to end.
B. The tools support the methodology's phases by giving the team a consistent way to plan, track, and govern the work as it progresses.
C. The tools are only relevant once the system is live, so they can be introduced during hypercare rather than at the start.
D. The tools mainly produce documentation for audit purposes and have little effect on how the team actually runs the programme day to day.

Answer: B

Explanation:
The recommended tools operationalise the methodology's phases, giving the team a consistent mechanism to plan, track, and govern delivery — exactly what keeps a structured programme on course.

Question: 6

CHALLENGE 3 — Setting Up Project Monitoring and Task Tracking in SAP Cloud ALM

The project manager must choose how to track implementation tasks and monitor progress across several parallel workstreams.
Which approach best fits a private-edition programme delivered under RISE?

A. Use SAP Cloud ALM for project management and monitoring, so tasks and progress are tracked centrally across workstreams in one place.
B. Track each workstream in its own separate spreadsheet, consolidated by hand by the PMO each week shortly before the weekly status meeting.
C. Rely on verbal updates in the weekly steering meeting, recording only decisions and leaving task-level progress untracked.
D. Ask each partner consultant to keep progress in their personal tools and share it only when a workstream reports a problem.

Answer: A

Explanation:
SAP Cloud ALM is the recommended tool for managing and monitoring implementation projects, giving a single, consistent place to track tasks and progress across all workstreams — far more reliable than fragmented manual tracking.

Question: 7

CHALLENGE 3 — Setting Up Project Monitoring and Task Tracking in SAP Cloud ALM

Two workstreams each report their individual tasks as "on track", yet an integration milestone that depends on both is slipping.
What is the most likely explanation the project manager should investigate first?

A. The monitoring tool is malfunctioning and under-reporting completed tasks, so the milestone is actually fine.
B. The milestone date is simply wrong and should be moved out to match the tasks, with no further investigation needed.
C. The dependency between the two workstreams' tasks is not being tracked, so individually "on track" tasks still miss the shared milestone.
D. The two workstreams should be merged into one, so their separate status reports stop contradicting the milestone.

Answer: C

Explanation:
When tasks look healthy individually but a dependent milestone slips, the usual cause is an untracked dependency between them: monitoring shows local progress but not the cross-workstream linkage the milestone relies on. The project manager should make that dependency visible.

Question: 8

CHALLENGE 4 — Securing User Adoption Through Organizational Change Management

Finance and warehouse staff are anxious about new ways of working, and a manager suggests handling this with one training session in the final week before go-live.
How should the project manager advise approaching change management?

A. Schedule a single comprehensive training session in the last week before go-live, so the information is fresh when users start.
B. Treat adoption as the partner's responsibility and keep the project team focused only on the system build.
C. Address resistance only if users complain after go-live, to avoid spending effort on concerns that may not materialise.
D. Begin organizational change management early by assessing the change impact and engaging affected teams well before go-live.

Answer: D

Explanation:

SAP's change-management approach starts early: assessing the change impact and engaging affected teams ahead of go-live builds understanding and readiness gradually, which is far more effective than a single late training event.

Question: 9

CHALLENGE 4 — Securing User Adoption Through Organizational Change Management

Change-management capacity is limited, and the project manager must decide where to focus it first. Which is the soundest basis for prioritising change-management effort?

A. Focus first on the teams and processes facing the largest change impact, identified through a structured change-impact assessment.
B. Spread effort evenly across every team regardless of how much each is affected, to be seen as fair to all.
C. Focus only on the most senior stakeholders, on the assumption their endorsement alone will secure adoption.
D. Focus on whichever teams happen to be the most vocal, addressing their concerns in the order they happen to be raised.

Answer: A

Explanation:
A change-impact assessment shows where disruption is greatest, so directing limited capacity to the most-affected teams and processes targets the effort where adoption risk is highest.

Question: 10

CHALLENGE 4 — Securing User Adoption Through Organizational Change Management

Two weeks before the planned go-live, the change-readiness check shows warehouse users are not yet confident, while the committee is keen to hold the date.
What is the best-balanced recommendation for the project manager to bring to the committee?

A. Hold the go-live date as planned and rely on hypercare to resolve any warehouse adoption gaps after the system is live.
B. Present the readiness gap with clear options so the committee can openly weigh adoption risk against the planned schedule.
C. Postpone the entire go-live indefinitely until every user across all teams reports full confidence, whatever the cost.
D. Proceed on date but quietly reduce the warehouse scope at go-live without informing the committee, to protect the timeline.

Answer: B

Explanation:

The project manager's role is to make the trade-off visible and decidable: presenting the readiness gap with concrete options lets the committee weigh adoption risk against the schedule and own the decision, which is sound governance.

Topic: 2

Micro Skill Drill Exam

Question: 11

Kessering Kompressorenbau AG, a compressor manufacturer in the Ruhr region, runs a long-established ERP landscape with more than a decade of accumulated transactional history, custom developments, and finely tuned process variants that the controlling and service organisations depend on daily. The executive sponsor wants to move to SAP S/4HANA Cloud Private Edition while preserving the existing historical data set and the bulk of the current process flows, accepting that some custom code will need to be reviewed and adjusted afterwards. The board has explicitly ruled out a clean restart of master data and configuration because of the disruption to the active service business, but it also wants to avoid a piecemeal effort that moves only selected slices of data. As project manager you have been asked to recommend which official transition approach to SAP S/4HANA fits these constraints, so that the move keeps the full existing data set in place during the transition and treats custom-code remediation as a follow-on analysis rather than a redesign of the business processes from scratch.
Which transition approach to SAP S/4HANA should you recommend for this customer, and why does it fit the stated constraints?

A. A selective data transition, moving only the chosen data and processes the business prioritises so the migration footprint stays deliberately small.
B. A new (greenfield) implementation, reimplementing the processes on a fresh system so the organisation gets a clean configuration baseline aligned to standard.
C. A system conversion, an in-place move that keeps the full existing data set and process flows, with custom code adjusted afterwards.
D. A RISE with SAP subscription change alone, which reclassifies the commercial arrangement and thereby brings the existing system onto SAP S/4HANA.

Answer: C

Explanation:
A system conversion performs an in-place move to SAP S/4HANA that keeps the full existing data set and the current process flows intact, which matches the sponsor's priority of preserving history and continuity. Custom developments are reviewed and adjusted as a follow-on remediation rather than redesigned from scratch, exactly as the board described. Because it neither restarts configuration nor moves only selected slices, the system conversion is the approach whose characteristics align with every stated constraint.

Question: 12

Vurthal Pumpentechnik GmbH, a mid-market centrifugal pump manufacturer near Stuttgart, has engaged you as project manager for its SAP S/4HANA Cloud Private Edition implementation following the SAP Activate methodology. The functional leads from order management and production planning

have asked to begin a series of workshops in which the project team walks the business through the standard SAP processes, captures where the manufacturer's order-to-delivery flow differs, and confirms the target design before any build work starts. The sponsor wants these sessions framed so that the team adopts standard functionality wherever it reasonably fits, keeping deviations explicit and justified, and feeds the resulting decisions into the backlog that drives the build. Two of the functional leads, eager to move quickly, have proposed running these sessions during the early mobilisation activities while the project environment is still being stood up, arguing it will save calendar time. You need to position these workshops in the correct methodology phase so that the prerequisite project setup and provisioned environment are available and the captured design decisions flow cleanly into the build that follows.
In which SAP Activate phase should these fit-to-standard workshops be positioned, and why is that placement correct for this implementation?

A. In the Explore phase, where fit-to-standard workshops confirm the design against standard processes and feed delta decisions into the build backlog.
B. In the Prepare phase, so the design is locked before the project environment is provisioned and the team avoids waiting on system readiness.
C. In the Deploy phase, so the standard-fit confirmation occurs only after the solution has been assembled and is ready for cutover rehearsal.
D. In the Realize phase, so the workshops run alongside configuration and the standard-versus-delta analysis is validated against a partially built system.

Answer: A

Explanation:
The fit-to-standard workshops belong in the Explore phase, where the team confirms the target design against standard SAP processes, makes deviations explicit, and channels the resulting delta decisions into the backlog that drives the build. By this phase the project setup and provisioned environment from earlier mobilisation are in place, so the sessions can reference real standard functionality rather than abstractions. This placement satisfies the sponsor's intent to adopt standard wherever it fits and to carry justified deltas forward cleanly, making it the correct positioning for the implementation.

Question: 13

Halmstroem Fluidsysteme GmbH, a manufacturer of industrial dosing pumps in Lower Saxony, is partway through its SAP S/4HANA Cloud Private Edition project. The steering committee has treated organisational change management as a training exercise scheduled near go-live, assuming that demonstrating the new screens to end users a few weeks before cutover will be enough to secure adoption. As the project moves through design confirmation, the service-planning and warehouse teams have begun voicing concern that their daily routines will change substantially, and a few informal team leads are already signalling resistance. The sponsor has asked you, as project manager, how the change effort should be structured so that adoption risk is actually managed rather than discovered late. You need to recommend an approach that reflects SAP's organisational change management thinking, in which the change need and the people-side impacts are assessed early and engagement is sustained across the implementation, rather than compressing change activity into a single pre-go-live training push that leaves no room to respond to the resistance now surfacing.

How should you advise the sponsor to structure the organisational change management effort for this project?

A. Assess the change need and people-side impacts early and sustain structured engagement across the phases, addressing surfacing resistance continuously.
B. Defer all change activity until after go-live, when the real pain points are visible in production and the team can target support precisely where users struggle most.
C. Keep change management as a concentrated training event shortly before go-live, since adoption is mainly a matter of users learning the new screens once they are stable.
D. Delegate change management entirely to the functional leads so it stays embedded in configuration work, with no separate change stream or early impact assessment.

Answer: A

Explanation:
Assessing the change need and people-side impacts early, then sustaining structured engagement across the implementation phases, matches SAP's organisational change management approach and its framework structure for cloud projects. This lets the project respond to the resistance already appearing in the service-planning and warehouse teams while there is still time to act, rather than discovering adoption problems at cutover. Because it manages adoption risk continuously instead of compressing it into one push, it is the sound recommendation.

Question: 14

Brennseck Pumpenwerke GmbH, a positive-displacement pump producer in Baden-Wuerttemberg, is running its SAP S/4HANA Cloud Private Edition implementation across several workstreams that have each adopted their own tracking habits. The configuration team logs tasks in a spreadsheet, the integration team keeps interface status in email threads, and the test team maintains its own document of planned test cases. As the project moves into the build and integration period, the programme is losing visibility: integration issues are surfacing without a shared view of interface health, and the test team cannot easily tie planned tests back to the project tasks they validate. Steering reviews now consume hours of effort just reconciling the three sources before anyone can judge true progress. The sponsor wants one consistent foundation for managing project tasks, monitoring the integrations as they are wired up, and preparing the test plans, so that status is visible in a single place rather than reconstructed from scattered artefacts. As project manager you have been asked to recommend how to bring this work onto a common footing using the tooling intended for managing and monitoring this kind of implementation, keeping the core clean and avoiding bespoke tracking that the team would have to maintain itself.
Which approach should you recommend to give the programme a single, consistent foundation for project tasks, integration monitoring, and test plan preparation?

A. Standardise the workstreams on SAP Cloud ALM as the common base for project task management, integration monitoring, and test plan preparation.
B. Move project task tracking into a shared spreadsheet for all teams while leaving integration status in email and test cases in their separate document for now.
C. Build a custom status dashboard in the production landscape that reads from each team's tool, so the existing trackers continue unchanged behind a unified view.

D. Keep each workstream's existing tracker but appoint a coordinator to consolidate the spreadsheet, email threads, and test document into a weekly status pack for the sponsor.

Answer: A

Explanation:
SAP Cloud ALM is the tool intended for managing and monitoring this kind of implementation: setting up the project and its tasks, monitoring integrations as they are wired up, and preparing test plans on a single base. Standardising the workstreams on it directly resolves the fragmentation, giving the programme one place where task status, interface health, and planned tests are visible and related. Because it consolidates exactly the three needs the sponsor named, it is the correct recommendation.

Question: 15

Oberlund Verdichtertechnik GmbH, a screw-compressor manufacturer in Bavaria, has signed a RISE with SAP agreement for its move to SAP S/4HANA Cloud Private Edition. Within the steering committee, several members treat RISE purely as a commercial bundle and assume that the implementation itself can proceed in an ad-hoc fashion now that the contract is in place. The programme is drifting: there is no agreed view of how RISE-supplied guidance and tooling relate to the SAP Activate work the delivery team is already planning, and the committee has not recognised that RISE brings a structured methodology with phases and recommended tools meant to be used alongside SAP Activate. As project manager you have been asked to correct this framing and explain how the RISE engagement should shape the way the project is run, so that the standardised methodology, its phases, and the tools it provides are actually applied in coordination with SAP Activate rather than ignored in favour of an unstructured build. You need to advise the committee on the right way to position RISE within the delivery approach.
How should you advise the steering committee to treat the RISE with SAP engagement within the project's delivery approach?

A. Treat RISE as a commercial bundle only, leaving the delivery team to run the build ad-hoc now that the contractual and hosting arrangements are settled.
B. Treat RISE as a structured methodology whose phases and recommended tools are applied in coordination with SAP Activate, shaping how the implementation is run.
C. Replace SAP Activate with the RISE methodology entirely, since running two methodologies in parallel would duplicate governance and confuse the delivery team.
D. Apply the RISE tools selectively for reporting while keeping the methodology informal, so the team gets dashboards without committing to a structured phase approach.

Answer: B

Explanation:
RISE with SAP brings a standardised methodology with its own phases and recommended tools that are intended to be used together with SAP Activate, not as a substitute for disciplined delivery. Advising the committee to apply that methodology and its tooling in coordination with SAP Activate corrects the drift and gives the programme the structure it is currently lacking. Because it positions RISE as a methodology shaping how the project runs, it is the sound recommendation.

Question: 16

Tellwitz Vakuumpumpen GmbH, a vacuum pump manufacturer in Saxony, is configuring its SAP S/4HANA Cloud Private Edition solution during the build period. A business requirement in the service-parts area cannot be met by standard configuration alone, and the functional lead has proposed modifying the standard application objects directly to deliver the behaviour quickly. The project's clean-core position requires that enhancements be delivered through governed extensibility options rather than core modifications, so that future updates remain low-risk and the solution stays maintainable. The requirement is relatively self-contained: it adds a few fields and some validation logic that primarily serve users working inside the SAP environment, and it does not need to host a separate application or integrate heavily with non-SAP systems. The lead argues a direct edit would be done in days, but the project has already committed to keeping future release uptake low-risk, and the sponsor has reminded the team that maintainability is a hard expectation, not a preference. As project manager you have to steer the team toward the extensibility approach that satisfies the requirement while staying within clean-core governance, balancing the lead's wish for a fast delivery against the maintainability the sponsor expects. You need to recommend how this enhancement should be built so that it survives future updates without rework.
Which extensibility approach should you recommend for this enhancement, and why does it fit the clean-core constraint?

A. Defer the requirement and deliver it as a post-go-live core modification once the project is live, so the build timeline is protected and the change is isolated.
B. Modify the standard application objects directly, since the change is self-contained and a direct edit is the fastest way to deliver the required service-parts behaviour.
C. Use in-app extensibility within the SAP environment to add the fields and logic, keeping the enhancement governed and the core unmodified so updates stay low-risk.
D. Build the enhancement as a separate side-by-side application on SAP BTP, decoupling all of the new logic from the core even though it primarily serves in-system users.

Answer: C

Explanation:
In-app extensibility lets the team add the required fields and logic within the SAP environment through governed tools, leaving the standard core unmodified. Because the requirement is self-contained and primarily serves users working inside the system, this approach fits the work without the overhead of a separate application. It satisfies the clean-core constraint and keeps future updates low-risk, making it the recommendation that balances delivery against maintainability.

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