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1. Unified Scenario Simulation
2. Micro Skill Drill Exam

Topic: 1
Unified Scenario Simulation
Beirut Phoenicia Broadcasting Launches Its First Bonus Program
Business Context
Beirut Phoenicia Broadcasting is a television, radio, and streaming media group headquartered in Beirut, Lebanon. It produces news, entertainment, and sports programming distributed through several regional bureaus, and it employs on-air presenters, commercial sales staff, and production crews. After years of informal, spreadsheet-based rewards, the leadership team has approved an annual bonus program to recognize commercial and production performance more consistently across the group.
System Landscape
The group already runs SAP SuccessFactors for its core people records and has now licensed Variable Pay within the Compensation module. An implementation partner supports the rollout, while a small internal reward team will own day-to-day administration once the program goes live. The partner works in the back-end configuration environment, and the reward team has been given customer-facing administrative access so it can learn to maintain the tool independently.
Program Objectives
Finance wants the total bonus pool to reflect how the company performed over the year, so that payouts stay affordable when advertising revenue softens. Commercial leaders want strong sellers to be visibly rewarded for the deals they close. The reward team has been asked to shape a single plan that respects both views without promising amounts the business cannot fund, and Customer Analysis workshops are underway to capture these requirements before anything is configured.
Implementation Progress
Employee records for the program are intended to flow from the group's existing people system rather than from a manual upload. During early testing, a producer who joined a few weeks ago does not appear on her manager's planning view, and a presenter who recently transferred between bureaus shows a bonus target that differs from what her manager remembered agreeing. The reward team has noted both observations to work through with the partner.
Planning Context
Managers will review recommendations on planning worksheets that move through a defined sequence of steps before anything is finalized. Two internal policies are in play: a consistency policy that limits how far any payout may drift from an employee's target, and a differentiation policy that wants top performers to receive noticeably more than the average. The reward team is considering how the plan can honor both at the same time.
Communication Context
Leadership is keen to show employees their numbers early and has asked whether reward statements can be produced during the review stage so people can preview them. Separately, the head of HR has seen a combined view that shows salary and bonus side by side and wants to understand how it relates to the planning worksheets managers use. With the first cycle approaching, the reward team wants to get these foundational choices right before the program opens.
Your assignment
You are advising the internal reward team at Beirut Phoenicia Broadcasting as it stands up its first SAP SuccessFactors Variable Pay bonus program. An implementation partner supports the rollout, employee

data is intended to flow from the group's existing people system, and leadership has competing expectations about funding, differentiation, and early communication. Provide guidance that keeps the program aligned with how Variable Pay is designed to work, without asserting configuration specifics the requirements do not confirm

1. CHALLENGE 1 — Choosing the Correct Administration Surface for Setup Tasks

• Advise how configuration and ongoing administration should be divided between the partner's back-end environment and the reward team's customer-facing administration.

• When a reward analyst cannot open a screen a colleague is working on, recommend the appropriate first step before concluding that back-end access is needed.

• Frame recommendations so the reward team can operate independently using the access it is intended to hold.

Checkpoints

o The recommended division of work matches how the two administration surfaces are designed to be used.

o Access questions on the customer-facing side are resolved through the customer-side security model, not by requesting partner-only rights.

2. CHALLENGE 2 — Translating Customer Analysis into a Bonus Plan Design

• Recommend how the bonus plan should reflect both the finance view (affordability tied to company results) and the commercial view (rewarding strong individual performance).

• Explain how the size of the total bonus pool is determined before individual amounts are planned.

• Advise on a mechanism that lets the plan satisfy a consistency policy and a differentiation policy at the same time.

Checkpoints

o The design funds the pool from organizational achievement and lets individual performance modulate each share.

o Payout differentiation remains within the limits the consistency policy defines.

3. CHALLENGE 3 — Establishing Employee Eligibility and Data Sourcing

• Advise on why a recently hired employee may be absent from a manager's planning view and what to check first.

• Recommend the correct way to resolve a bonus target that differs from expectation when the value originates in the source system.

• Distinguish participation and data-source questions from access or funding questions.

Checkpoints

o A missing employee is investigated as an eligibility question before any access change is considered.

o Source-data discrepancies are corrected at their origin so they do not recur each cycle.

4. CHALLENGE 4 — Sequencing Worksheets and Reward Statement Release

• Advise leadership on whether reward statements can be produced during the review stage and what the risk is.

• Explain the relationship between the combined salary-and-bonus planning view and a standalone Variable Pay worksheet.

• When a worksheet has not reached a manager at a given step, recommend what to check.

Checkpoints

o Reward statements are released only after the worksheet sequence is complete and approved.

o The combined planning view and the standalone worksheet are treated as distinct surfaces with distinct purposes.

Question: 1

CHALLENGE 1 — Choosing the Correct Administration Surface for Setup Tasks
The implementation partner needs to complete initial back-end configuration for the new program, while the internal reward team will maintain ongoing settings once the program is live.
Which division of work best reflects how administrative access is intended to be used in SAP SuccessFactors?

A. The reward team performs all back-end configuration directly, while the partner only reviews the customer-facing settings afterward near the end of each cycle.
B. Both the partner and the reward team share a single back-end login so either can complete any configuration task at any time.
C. The partner completes back-end configuration in Provisioning, while the reward team maintains ongoing settings from the customer-facing Admin Center.
D. The reward team obtains provisioning rights so that all future program changes are made in the back-end environment instead of Admin Center.

Answer: C

Explanation:
Provisioning is the partner and implementation-only back-end surface, while the Admin Center is the customer-facing surface for ongoing administration; dividing the work this way matches how access is designed and lets the reward team stay productive without back-end rights.

Question: 2

CHALLENGE 1 — Choosing the Correct Administration Surface for Setup Tasks
A reward analyst cannot open a configuration screen a colleague is working on and asks whether she needs partner-level back-end access to proceed.
What is the most appropriate first step before concluding that back-end access is required?

A. Confirm whether Role-Based Permissions grant the analyst that access, since customer-facing tasks are controlled by permission roles, not provisioning.
B. Request provisioning rights for the analyst so she can reach every configuration screen in the back-end environment directly.
C. Ask the partner to rebuild the entire configuration in the back-end environment so the analyst no longer needs to open that particular screen herself at all.
D. Have the analyst use a single shared administrator account that already has access to every screen in the system.

Answer: A

Explanation:
On the customer-facing side, who can open or work a given screen is governed by Role-Based Permissions, so the first step is to check the analyst's permission role; the symptom points to a permissions gap, not a need for back-end access.

Question: 3

CHALLENGE 2 — Translating Customer Analysis into a Bonus Plan Design
During Customer Analysis, commercial leaders want individual revenue to drive most of each payout, while finance wants the overall pool to stay tied to company results so payouts remain affordable.
How should the bonus plan design reflect both inputs?

A. Fund each payout entirely from individual revenue results, so strong sellers are rewarded regardless of company performance that year.
B. Fund the pool only from company results and pay every eligible employee an identical amount, ignoring individual performance differences across the whole group.
C. Skip Customer Analysis for now and copy a standard bonus plan, adjusting the funding split only after the first cycle has completed.
D. Define business goals that fund the pool from company results, then let individual performance and weighting modulate each employee's share.

Answer: D

Explanation:
Variable Pay combines organizational performance with individual performance - business goals fund the pool from company results, and individual performance plus weighting then shapes each person's payout; this honors both the commercial and finance inputs at once.

Question: 4

CHALLENGE 2 — Translating Customer Analysis into a Bonus Plan Design
Finance asks how the size of the total bonus pool is determined before managers plan any individual amounts on their worksheets.
Which statement best describes how the pool is funded in Variable Pay?

A. The pool equals the sum of manager recommendations entered on worksheets, so its size is only known once all planning across the group is fully complete.
B. Business goals functionality funds the pool from organizational achievement, and individual results then modulate each employee's share of it.
C. The pool is fixed at each employee's bonus target added together, regardless of whether company goals were achieved for the period.
D. The pool is set by the implementation partner in the back-end and cannot be influenced by company performance during the cycle.

Answer: B

Explanation:
Business goals functionality funds the bonus pool from organizational achievement; individual performance and weighting then determine each employee's share, so the pool's size is driven by company results rather than by summed targets or worksheet entries.

Question: 5

CHALLENGE 2 — Translating Customer Analysis into a Bonus Plan Design

Two internal policies compete: a consistency policy caps how far any payout may deviate from target, while a differentiation policy wants top performers to receive noticeably more than the average. Which mechanism lets the plan honor both policies within Variable Pay?

A. Configure guidelines that constrain the allowed payout range, so differentiation stays within the consistency limits the policy defines.
B. Remove all limits so managers can reward top performers freely, accepting that some payouts will fall far outside the consistency policy.
C. Apply one fixed payout percentage to everyone, which satisfies consistency but leaves no room for the differentiation the second policy wants.
D. Ask managers to track the two policies manually outside the system and adjust their entries so the numbers appear to comply.

Answer: A

Explanation:
Guidelines constrain the allowed payout range a planner may enter, so they let top performers receive more while keeping every payout inside the consistency limits - honoring both policies within the tool itself.

Question: 6

CHALLENGE 3 — Establishing Employee Eligibility and Data Sourcing
A producer who joined a few weeks ago does not appear on any manager's planning view, though her manager expected to plan a bonus for her this cycle.
What is the most likely reason and the correct first check?

A. Her manager lacks permission to view worksheets, so granting a broader permission role will make the producer appear for planning.
B. The reward statement was generated too early, which removed her from the worksheet until the statements are regenerated later.
C. Her eligibility was not established in the program's employee data, so the first check is whether she meets the plan's eligibility rule.
D. The bonus pool was underfunded this cycle, so she was automatically dropped from the worksheet until finance approves additional funding.

Answer: C

Explanation:
An employee appears for planning only when eligibility is established in the program's employee data; a missing person is typically an eligibility exclusion, so the first check is the plan's eligibility rule and her eligible dates - not permissions or funding.

Question: 7

CHALLENGE 3 — Establishing Employee Eligibility and Data Sourcing
A presenter's bonus target on the worksheet differs from what her manager expected, and the reward team confirms the value is sourced from the group's existing people system rather than entered locally.
What is the best way to correct it?

A. Edit the target directly on the worksheet each cycle, since changing it there is faster than involving the source people system records.
B. Correct the value in the Employee Central source, since the target flows from there through mapping and effective dating into the program.
C. Ask the partner to change the target in the back-end configuration so that the worksheet then shows the number the manager expected to see.
D. Leave the worksheet target unchanged and adjust the final payout manually so the amount matches the manager's expectation this cycle.

Answer: B

Explanation:
When Employee Central is the source, values flow into Variable Pay through field mapping and effective dating, so a wrong target is corrected at the source; fixing it there keeps the program and the system of record aligned for every cycle.

Question: 8

CHALLENGE 4 — Sequencing Worksheets and Reward Statement Release
Leadership wants employees to preview their numbers, and a manager asks whether reward statements can be generated now, during the review stage, before approvals are complete.
What is the best advice to give the reward team?

A. Generate the statements now so employees can preview them, then regenerate the final versions after approvals are complete later.
B. Generate the statements now and treat the previewed figures as final, since later approval steps rarely change the calculated amounts.
C. Skip the route map approvals entirely for this cycle so statements can be released sooner and the overall timeline is easier to meet.
D. Wait until the worksheet route map is complete and approved, since statements reflect final amounts only after the process concludes.

Answer: D

Explanation:
Reward statements communicate final calculated amounts and are generated after the worksheet route map is complete and approved; waiting avoids showing provisional or blank figures, which is a lifecycle-

state expectation rather than a template limitation.

Question: 9

CHALLENGE 4 — Sequencing Worksheets and Reward Statement Release
The head of HR has seen a combined view showing salary and bonus side by side and asks whether it is the same thing as the planning worksheets managers use.
Which statement is correct?

A. The Total Compensation Plan Template presents salary and variable pay together for planning, which differs from a standalone Variable Pay worksheet.
B. The Total Compensation Plan Template and the Variable Pay worksheet are the same object, so configuring one automatically configures the other one as well.
C. The reward statement is the planning surface managers use, while the worksheet is only sent to employees at the very end of the cycle.
D. The personal statement funds the pool, so configuring it is what determines how much money is available for the bonus program.

Answer: A

Explanation:
The Total Compensation Plan Template lets salary and variable pay be planned together in one view, which is distinct from a standalone Variable Pay worksheet; recognizing the difference prevents configuring the wrong surface.

Question: 10

CHALLENGE 4 — Sequencing Worksheets and Reward Statement Release
A manager reports that a worksheet has not reached him at the review step, even though he can log in to the system without any trouble.
What should the reward team check first?

A. His permission role is missing, so widening Role-Based Permissions is the only way the worksheet will ever reach his review step.
B. The reward statements were released early, which pulled the worksheet back out of his review step until they are regenerated.
C. Check the route map step assignment, since who receives a worksheet at a given step is defined there, separate from login access.
D. The bonus pool is empty, so the worksheet was automatically held back from his review step until finance approves additional funding for it.

Answer: C

Explanation:

Who receives a worksheet at a given step is defined by the route map step assignment, which is separate from whether a user can log in; since the manager already has access, the step assignment is the correct first thing to check.

Topic: 2

Micro Skill Drill Exam

Question: 11

Nordfjord Seafood, a seafood processing company on the west coast of Norway, runs an annual bonus program in SAP SuccessFactors Variable Pay. During planning, several line managers report that a number of employees hired partway through the plan year do not appear on their bonus worksheets, even though those employees are active in the system and the managers can open and edit every other name on the same worksheet. Payroll confirms the missing employees have valid salary and bonus target data on their records. The employee data used by the program was loaded once at the start of the plan year, before these mid-year hires joined the company, and the program derives who is included from that employee dat
a. The consultant is asked to explain why only the mid-year hires are missing from the worksheets and recommend the correct way to include them so their bonus is prorated for the portion of the year they were actually employed.
Why are only the mid-year hires missing from the worksheets, and what is the correct way to include them?
A. The managers lack edit permission for the newer employees, so grant additional worksheet permission to those managers so the mid-year hires become visible and can be planned like everyone else already on the sheet.
B. The bonus plan's payout formula is excluding short-tenure employees by design, so change the payout formula so that any employee with less than a full plan year of service is still calculated and shown on each manager's worksheet.
C. The mid-year hires were absent from the employee data loaded before they joined, so refresh the program's employee data so their records and eligibility dates are captured and their bonus prorates for the period employed.
D. The mid-year hires belong to a different bonus plan, so reassign them to the active plan so that they are pulled onto the correct worksheet and become eligible for the current year's bonus calculation.

Answer: C

Explanation:
Who appears on a worksheet is derived from the program's employee data, and that data was loaded before the mid-year hires joined, so their records and eligibility dates were never captured. Refreshing the employee data brings those employees and their eligible-from dates into the program, letting it include them and prorate the bonus for the portion of the year they were employed.

Question: 12

Cebu BlueWave Logistics, a freight-forwarding and warehousing company in the Philippines, has launched its variable pay worksheets for the current cycle. Most department managers, who are expected to plan bonuses for their own teams, report that no worksheet has appeared in their inbox, so

they cannot begin planning. A small group of senior managers can see and work their worksheets without any trouble. Every manager holds the same role-based permission that grants access to the variable pay worksheet, and the launched forms clearly exist in the system. The route map that drives the worksheet defines which step each population starts at and who acts on that step, and the affected managers were expected to be the actors on the first planning step. The consultant is asked to identify why only some managers can see their worksheets while others cannot, and to recommend the correction at the right layer so the affected managers receive their worksheets.
Why can only some managers see their worksheets, and what is the correct fix?

A. The affected managers are not set as the actors on the worksheet's current route map step, so correct the route map step assignment so the launched worksheets route to those managers and appear in their inbox for planning.
B. The role-based permission for the affected managers does not include worksheet access, so grant them the variable pay worksheet permission so the forms become visible to every manager who needs to plan a team bonus this cycle.
C. The worksheets for those managers were never launched, so relaunch the variable pay forms for the affected population so that each manager receives a worksheet in their inbox and can begin planning their team's bonus.
D. The affected managers belong to a different bonus plan whose forms are not yet live, so move them onto the plan that has already been launched so their worksheets appear alongside the senior managers' sheets.

Answer: A

Explanation:
Access to open a worksheet is granted by role-based permissions, which every manager holds, but who receives a worksheet at a given step is governed by the route map step assignment. The affected managers were expected to act on the first planning step and are not set as its actors, so the launched worksheets never route to them. Correcting the step assignment delivers the worksheets at the right layer.

Question: 13

Marrakech Solaris Energy, a renewable-energy operator based in Morocco, funds its annual bonus pool from company business goals in SAP SuccessFactors Variable Pay. After the finance team entered the year's achievement results, managers noticed that the amounts available to distribute on their worksheets are far below what the board approved, even though individual employee targets and performance ratings look correct on every record. The business goals that fund the pool were configured with weightings that determine how much each goal contributes to funding, and one major corporate goal that the board intended to carry most of the weight was left contributing only a token share. The individual data is intact and the worksheets calculate normally, but the pool those worksheets draw from is under-funded. The consultant is asked to explain why the pool is short despite correct individual data and to recommend the correct fix at the right layer.
Why is the bonus pool under-funded despite correct individual data, and what is the correct fix?

A. The individual bonus targets are set too low across the population, so raise the employee target values so the combined worksheet amounts add up to the pool size the board approved for the year.

B. The worksheets are drawing on the wrong currency, so correct the program's currency conversion so the displayed pool matches the board-approved amount once the values are converted back into the local reporting currency.
C. The individual performance ratings were entered too conservatively, so recalibrate the ratings upward so that each employee's calculated bonus rises and the total drawn from the pool reaches the approved figure.
D. The business goals funding weighting under-weights the main corporate goal, so correct the business goals weighting so the pool funds from company achievement as the board intended.

Answer: D

Explanation:
The pool is funded from company business goals, and their weighting decides how much each goal contributes. The main corporate goal was left at a token weight, so the pool funded far below the board's intent even though individual data is correct. Correcting the business goals weighting funds the pool from company achievement as intended and restores the approved amount to distribute.

Question: 14

Rio Verdao Agro, an agribusiness in central Brazil, integrates SAP SuccessFactors Employee Central with Variable Pay so that salary and bonus target data flow automatically into the bonus program. When managers opened their worksheets, several employees who recently received a mid-cycle pay increase are shown with their old salary, which lowers their calculated bonus. Employee Central holds the correct, updated salary effective from the date of each increase, and the employees are eligible and present on the worksheet with all other data intact. The Variable Pay program takes its salary from Employee Central through a defined field mapping and an effective "as of" date that controls which effective-dated value is pulled into the program. The consultant is asked to explain why the worksheets are showing the old salary rather than the increase and to recommend the correct fix at the right layer, without hand-editing individual worksheets.
Why do the worksheets show the old salary, and what is the correct fix?

A. The salary values are simply stale on the worksheet, so type the corrected salary directly onto each affected worksheet so the bonus recalculates against the pay increase those employees recently received.
B. The program's effective "as of" date is pulling the Employee Central salary from before the increase, so correct that date so the current effective-dated salary flows in and the bonus recalculates on it.
C. The employees are not truly eligible yet, so adjust the eligibility rule so they qualify for the current cycle and their updated salary is brought onto the worksheet together with the rest of their bonus data.
D. Employee Central is not integrated for these employees, so rebuild the integration for the affected population so their records reconnect to the program and their latest salary is transmitted onto the bonus worksheet.

Answer: B

Explanation:

The program reads salary from Employee Central as of a defined effective date, and Employee Central already holds the correct increase effective from its date. If the program's "as of" date sits before the increase, it pulls the prior value. Correcting that effective date makes the program select the current salary and recalculate the bonus on it, fixing the true source of the discrepancy.

Question: 15

Helsinki Aurora MedTech, a medical-device manufacturer in Finland, is preparing to distribute personal reward statements to employees at the close of its bonus cycle. When HR generated a preview batch, the statements for one division showed blank or provisional bonus amounts, while statements for the divisions that had finished planning displayed correct final figures. On investigation, the division with blank statements still has its worksheets sitting in an early route map step: planning is not finished and no amounts have been approved for that population. Role-based permissions, the statement template, and the employee data are all the same across every division. The consultant is asked to explain why only that one division's statements are blank and to recommend the correct fix rather than a cosmetic workaround.
Why are only that division's reward statements blank, and what is the correct fix?

A. The statement template is misconfigured for that division, so correct the template so the bonus figures render on those employees' statements the way they already do for the divisions that finished their planning.
B. The employee data for that division is missing its bonus amounts, so load the bonus values into the employee data for those employees so the statements can display a figure when the preview batch is generated again.
C. The division's worksheets have not completed the route map and no amounts are approved yet, so let the planning process finish and be approved for that population before the reward statements are generated.
D. Role-based permissions are hiding the bonus amounts on those statements, so widen the permissions for that division so the figures become visible and appear on the reward statements produced for its employees.

Answer: C

Explanation:
A reward statement reflects the final bonus, which exists only once the worksheets complete the route map and amounts are approved. The affected division is still at an early step with nothing approved, so its statements have no final figure to show. Allowing planning to finish and be approved for that population produces the approved amounts the statements then display, fixing the actual cause.

Question: 16

Adelaide Ironbark Mining, a mining company in South Australia, configured payout guidelines in its Variable Pay program so that a manager's bonus recommendation must fall within an approved range tied to each employee's performance level. During planning, a manager wants to award one exceptional, high-performing engineer a bonus above the top of the guideline range and finds the worksheet blocks the entry. The manager escalates, arguing the award is genuinely justified. Leadership confirms the

guideline range is deliberate reward governance that keeps planning consistent across the business, but it also wants a controlled way to approve real exceptions rather than removing the guardrail for every manager. The consultant is asked to recommend the approach that lets this exceptional award proceed without abandoning the guideline that governs everyone else's planning.
Which recommendation lets the exceptional award proceed while preserving the guideline governance for everyone else?

A. Remove the guideline range from the bonus plan so managers can enter any amount they consider justified, trusting each manager to plan responsibly for both exceptional and routine awards across the whole program.
B. Route the over-guideline award through the program's exception approval path so the amount is reviewed and approved as an exception, while the guideline stays enforced for every manager's normal planning.
C. Raise the top of the guideline range for the entire performance level so the engineer's award now fits, accepting that every other employee at that level can be planned up to the same higher maximum.
D. Tell the manager to record part of the bonus on the worksheet within the guideline and pay the remainder to the engineer outside the variable pay program, so the intended total is still reached this cycle.

Answer: B

Explanation:
The guideline enforces the approved range while an exception path provides a controlled way to review and approve amounts beyond it. Routing the over-guideline award through that exception approval lets the justified award proceed on review, while the guideline continues to constrain everyone else's normal planning, meeting both of leadership's aims.