



E_ACTAI_2403^{Q&As}

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

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QUESTION 1

What information does the Scrum team need before they can correctly estimate the relative size of backlog user stories? Note: There are 2 correct answers to this question.

- A. Definition of Done
- B. Number of backlog user stories
- C. Anchor user story in the backlog
- D. Definition of Ready

Correct Answer: AD

Agile Project Planning

Before the Scrum team can correctly estimate the relative size of backlog user stories, they need specific information that includes:

Definition of Done: This clarifies what criteria must be met for the user stories to be considered complete. Understanding the Definition of Done helps the team accurately estimate the effort required to fulfill these criteria.

Definition of Ready: This ensures that user stories are adequately prepared and meet all necessary conditions for the team to start work on them. A clear Definition of Ready helps in determining if the story is actionable and estimable.

Both the Definition of Done and the Definition of Ready provide critical context that impacts how the team evaluates the work and complexity involved, ensuring more accurate and consistent estimations.

References:

Scrum methodology guides

Agile estimation techniques

QUESTION 2

Working in an Agile approach, what should your planning look like at the beginning of the Realize phase?

- A. Scope and duration of testing is finalized.
- B. Durations of all sprints for the full release defined based on planned complexity.
- C. User Stories are in Ready state for only the first 2 to 3 sprints.
- D. Project scope and planning are completed and final.

Correct Answer: C

Working in an Agile approach, especially at the beginning of the Realize phase, planning should focus on:

User Stories are in Ready state for only the first 2 to 3 sprints. This approach ensures that the team has enough prepared work to start the sprints effectively, but also maintains flexibility to adapt and replan based on feedback and



changes

from the initial sprints.

This method helps manage the complexity and uncertainty inherent in software development by allowing for iterative assessment and adjustment of work based on team velocity and stakeholder feedback.

References:

Agile methodology and Sprint planning practices

Realize phase in Agile SAP projects

Agile Project Planning

QUESTION 3

In which phase of SAP Activate does the SAP Project Manager set up project governance?

A. Explore

B. Prepare

C. Realize

D. Discover

Correct Answer: B

In the SAP Activate methodology, the SAP Project Manager sets up project governance during the:

Prepare phase: This early phase of the project includes establishing the project's governance structure. This involves defining roles, responsibilities, decision-making processes, and communication plans to ensure effective oversight and successful delivery of the project.

Options A (Explore), C (Realize), and D (Discover) involve other critical activities, but the foundational governance structure is typically established in the Prepare phase to guide the entire project.

References:

SAP Activate methodology for project setup

Project governance structures in SAP implementations

Agile Project Delivery

QUESTION 4

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 5

What does a cutover involve? Note: There are 2 correct answers to this question.

A. Completing solution end-user documentation

B. Switching productive operations to new system

C. Presenting completed functionality to key users

D. Aligning business and technical cutover plans

Correct Answer: BD

A cutover typically involves:

Switching productive operations to new system: This is a critical component of the cutover process, where the business officially starts operating on the new system after successful completion of the previous phases.

Aligning business and technical cutover plans: Ensures that both the business and technical aspects of the project are synchronized and ready for the transition to the new system. Options A (Completing solution end-user documentation) and

C (Presenting completed functionality to key users) are important tasks in a project lifecycle but are not typically considered core components of the cutover process itself.

QUESTION 6

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 7

What are key goals of the burndown chart? Note: There are 2 correct answers to this question.

- A. Determination of the overall availability of the team for the future sprints
- B. Assignment of backlog items to future sprint up to completion of the release
- C. Visualization of the size of the backlog consumed so far
- D. Determination of the planned go-live date based on current velocity

Correct Answer: CD

Key goals of the burndown chart in Agile project delivery include:

Visualization of the size of the backlog consumed so far: The burndown chart provides a visual representation of work completed over time against the total work scope, helping teams track progress and pace.

Determination of the planned go-live date based on current velocity: By analyzing the rate at which the team is completing work, project managers can forecast when the project is likely to be completed, which aids in planning for the go-live

date.

Options A (Determination of the overall availability of the team for the future sprints) and B (Assignment of backlog items to future sprint up to completion of the release) are not direct goals of the burndown chart; these aspects are more related to sprint planning and capacity management.

**QUESTION 8**

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 9

What are some of the key topics covered in the Customer Team Enablement workstream? Note: There are 2 correct answers to this question.

- A. Project management expertise
- B. Technology and architecture expertise
- C. Business process expertise
- D. Process benchmarking expertise

Correct Answer: AB

Key topics covered in the Customer Team Enablement workstream of SAP Activate include:

Project management expertise: This involves training and enabling the customer's project management team with the necessary skills and knowledge to effectively lead and manage the SAP implementation project.



Technology and architecture expertise: Providing in-depth knowledge and training on the technology stack and architectural design specific to the SAP solutions being implemented, ensuring the team is capable of maintaining and scaling the

system post-implementation. Options C (Business process expertise) and D (Process benchmarking expertise) are important for overall business transformation but are typically addressed in other specific workstreams focused on business

processes and operational performance.

References:

SAP Activate methodology for customer enablement

Training and development programs in SAP projects

QUESTION 10

What is the purpose of the scrum board? Note: There are 2 correct answers to this question.

- A. To represent the scrum team setup
- B. To visualize scrum team progress
- C. To represent the work
- D. To manage the scrum resources load

Correct Answer: BC

The purpose of the scrum board in Agile project delivery is to:

To visualize scrum team progress. The scrum board visually displays the progress of the sprint, showing what has been completed, what is in progress, and what is yet to be started.

To represent the work. It provides a visual representation of all the tasks within the sprint backlog, helping the team to see the workload and manage their time accordingly.

The scrum board is a fundamental tool in Scrum for maintaining team organization and fostering a sense of accountability and progress among team members.

References:

Scrum board usage and benefits

Agile project management tools

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