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Question: 1

As the Chief Enterprise Architect of your company you have been asked by the CIO to apply agile principles instead of following the sequential phases of TOGAFS ADM. How do you respond?

- A. The SAP EA Framework combines the sequential approach of the TOGAF® ADM with agile principles. Agile principles are included and can be applied only to Application Architecture. Therefore, the SAP EA Framework is especially suitable for organizations that follow agile principles.
- B. It is reasonable to apply an agile methodology for the most urgent tasks and switch to the process as guided by the SAP EA Framework later, as long as the fundamental IT architecture is not affected. Collecting "low-hanging fruit, and realizing instant value before using the SAP EA Framework, and ensuring an overall successful transformation is possible.
- C. It is essential to fully understand the business needs and to successfully review the business architecture with critical stakeholders before going to the next phase. In the implementation phase, agile approaches can naturally provide quick wins, constant progress, and the benefit of early validation. The phased approach, during architecture definition phases, avoids double work and will lead to overall better results.
- D. The TOGAF® ADM already embraces agile principles within and across phases and generally follows a cyclic approach. The SAP EA Framework builds on that and is especially suitable for organizations that follow agile principles.

Answer: C

Question: 2

When creating an application architecture roadmap, the WHAT and WHERE are defined in a rather straightforward way, while the WHOM may differ by context. Multiple roadmap clusters may apply a variety of WHOM dimensions. For example, procurement vs. asset management. Which of the following definitions are correct? Note. There are 3 correct answers to this question.

Asset Classes

Vehicles, Production Machines, Office Equipment

Material Groups

Products, raw materials. Spare parts

Direct Materials, indirect materials

Groups of Persons

Permanent Staff, Contracted Staff, Students

Business Expense

Operational expenditure

Capital expenditure

Working model

Home office, head quarter, affiliate

- A. Asset Classes/Vehicles, Production Machines, Office Equipment
- B. Material Groups/Products, raw materials. Spare parts/Direct Materials, indirect materials
- C. Groups of Persons/Permanent Staff, Contracted Staff, Students/Business Expense/Operational expenditure/Capital expenditure
- D. Working model/Home office, head quarter, affiliate

Answer: ABC

Explanation:

When creating an application architecture roadmap, the 'WHOM' dimension can vary greatly depending on the context of the roadmap's focus area. The 'WHOM' might refer to different stakeholders, systems, or units within an organization.

Option A is correct as 'Asset Classes' like Vehicles, Production Machines, and Office Equipment represent tangible assets managed by the organization's asset management processes.

Option B is also correct because 'Material Groups' such as Products, Raw Materials, and Spare Parts are categorized under procurement and inventory management, which are key components in defining the application architecture for those business functions.

Option C is incorrect because it combines 'Groups of Persons' with financial expenditure categories, which are not relevant to the 'WHOM' in the context of application architecture.

Option D is correct. The 'Working model' such as Home office, Headquarter, or Affiliate represents different organizational structures or geographical locations that may have distinct technology needs and are considered in the 'WHOM' dimension of an application architecture roadmap.

Reference:

SAP EA Designer documentation or user guides explaining how to define the dimensions of an application architecture roadmap.

Architectural standards and practices that outline the creation of roadmaps and the considerations for 'WHOM' in application architecture.

Question: 3

Green Elk & Company is the world's leading manufacturer of agricultural and forestry machinery. The former company slogan "Eik always runs" has recently been changed to "Eik feeds the world". One of Green Elk's strategic goals is to increase its revenue in the emerging markets of China, India, and other parts of Asia by 80 % within three years. This requires a new business model that caters to significantly smaller farms with limited budgets. You are the Chief Enterprise Architect and the decision was taken to implement regional S/4HANA productive systems while ensuring a high degree of standardization. Which of the following implementation approaches would you consider best in this case?

- A. Phased by Application
- B. Big Bang
- C. Small buck
- D. Phased by Company

Answer: D

Explanation:

Given the strategic goal of Green Elk & Company to expand significantly in emerging markets, the implementation approach must consider the need for localization while maintaining standardization across the organization. A Phased by Company implementation (Option D) is most suitable as it allows the company to gradually roll out the new S/4HANA systems regionally. This approach supports the requirement for a high degree of standardization, as each phase can ensure that the core elements of the system remain consistent while allowing for regional adaptations for smaller farms with limited budgets.

This method reduces risk compared to a Big Bang approach, which would involve implementing everything at once and could be more disruptive, particularly in a diverse market landscape like Asia.

Reference:

Case studies or SAP whitepapers on implementing S/4HANA in a global context with a need for both localization and standardization.

SAP implementation guides that discuss different rollout strategies, particularly for companies operating in multiple and diverse regions.

Question: 4

For the next Architecture Board meeting, you need to determine the next steps required after the business, application/data and technology architecture designs have been created. What do you recommend?

- A. Reviewing Business Application/Data and Technology Architecture artifacts with stakeholders and signing off on first versions. Using Transition Architectures to build the Architecture Roadmap. Creating first drafts of the required work packages and the Project/Rollout plan.
- B. Finalizing the Business, Application/Data, and Technology Architecture artifacts. Building an Architecture Roadmap. Creating a first draft of the Project/Rollout Project plan.
- C. Establishing change management processes for the management of the business application/data and technology artifacts. Handing over the artifacts to the implementation partner and rolling out the project

Answer: A

Explanation:

After the business, application/data, and technology architecture designs have been created, it is vital to engage with stakeholders to review these artifacts and gain their sign-off, ensuring that the designs meet the business requirements and are aligned with the strategic direction of the company. Transition Architectures are an essential part of building the Architecture Roadmap as they provide interim 'target states' that enable the organization to move towards the final architecture in a controlled manner.

Creating the initial drafts of the work packages and the project/rollout plan is necessary to commence the detailed planning for implementation.

Reference = This approach is documented within the SAP Enterprise Architecture development process, which underscores the importance of stakeholder engagement, Transition Architectures, and detailed planning for successful EA implementation. Relevant documents include "SAP Enterprise Architecture Framework" and "Transition Architecture Planning in SAP Environments."

Question: 5

Your company adapts SAP's Integration Solution Advisory Methodology (ISA-M) as an Integration Solution Playbook. In your role as Lead Enterprise Architect, you are asked to decide which integration approach to take for this solution. Which of the following approaches is recommended by SAP ISA-M for identifying an integration solution and strategy?

1. Document and review the existing integration (architecture)
2. Scope focus areas, for example future required building blocks
3. Find suitable integration technology for the required building blocks
4. Define Integration best practices and governance processes.
5. Rollout the integration solutions in a staged approach

1. Retrieve the documentation for the solutions that need to be integrated and identify best practices and recommendations for their integration.
2. Assess existing integration components for re-use
3. Identify white spots and find suitable integration solutions that can cover them
4. Define Integration best practices and governance processes

1. Document and review the existing integration (architecture)
2. Scope focus areas, for example future required building blocks
3. Identify architecture relevant use-cases (technology agnostic/clustered in use-case patterns)
4. Map these use case patterns to integration technology
5. Define Integration Best Practices
6. Enable a Practice of Empowerment.

- A. 1.Document and review the existing integration (architecture)/2. Scope focus areas, for example future required building blocks/3. Find suitable integration technology for the required building blocks /4. Define Integration best practices and governance processes./5. Rollout the integration solutions in a staged approach
- B. 1.Retrieve the documentation for the solutions that need to be integrated and identify best practices and recommendations for their integration./2. Assess existing integration components for re-use./3. Identify white spots and find suitable integration solutions that can cover them./4. Define Integration best practices and governance processes.
- C. 1.Document and review the existing integration (architecture)./2. Scope focus areas, for example future required building blocks/3. Identify architecture relevant use-cases (technology agnostic/clustered in use-case patterns)/4. Map these use case patterns to integration technology./5. Define Integration Best Practices./6. Enable a Practice of Empowerment.

Answer: C

Explanation:

The best answer for the integration approach to take for this solution is C. According to the SAP

Integration Solution Advisory Methodology (ISA-M), which is a methodology offered by SAP that helps enterprise architects define an integration strategy for their organizations and derive related integration guidelines, the recommended approach for identifying an integration solution and strategy is: Document and review the existing integration (architecture). This step involves documenting and analyzing the current state of the integration landscape, including the integration scenarios, technologies, patterns, standards, and governance processes. The goal is to understand the strengths and weaknesses of the existing integration (architecture) and identify the gaps and improvement areas. Scope focus areas, for example future required building blocks. This step involves defining and prioritizing the focus areas for the integration project, such as new or changed business requirements, integration scenarios, or technologies. The focus areas are derived from the gaps and improvement areas identified in the previous step, as well as from the business goals and drivers of the organization. The focus areas are also mapped to future required building blocks, which are logical components that represent the desired capabilities or functionalities of the integration solution.

Identify architecture relevant use-cases (technology agnostic/clustered in use-case patterns). This step involves identifying and describing the use-cases that are relevant for the integration project, such as process integration, data integration, user integration, or thing integration. The use-cases are technology agnostic, meaning that they do not specify any particular technology or service for implementation. The use-cases are also clustered in use-case patterns, which are generic templates that capture the common characteristics and requirements of similar use-cases.

Map these use case patterns to integration technology. This step involves mapping the use-case patterns to suitable integration technologies or services that can implement them. The mapping is based on a set of criteria and decision tables that consider various aspects of the use-case patterns, such as complexity, performance, security, or scalability. The mapping also takes into account the existing or planned integration technologies or services in the organization's landscape.

Define Integration Best Practices. This step involves defining and documenting the best practices and guidelines for designing, developing, testing, deploying, monitoring, and governing the integration solutions. The best practices and guidelines are based on SAP's recommendations and industry standards, as well as on the organization's specific needs and preferences. The best practices and guidelines also cover various aspects of the integration project, such as naming conventions, error handling, logging, tracing, or versioning.

Enable a Practice of Empowerment. This step involves enabling and empowering the different roles and personas involved in the integration project, such as integration architects, developers, testers, operators, or business users. The goal is to foster a culture of collaboration and innovation among the stakeholders, and to provide them with the necessary skills, tools, and resources to execute their tasks effectively and efficiently.

The other options (A and B) are not correct for the integration approach to take for this solution, because they either skip or misrepresent some of the steps in the SAP Integration Solution Advisory Methodology

(ISA-M). For example:

Option A is not correct because it does not include identifying architecture relevant use-cases (technology agnostic/clustered in use-case patterns), which is a key step to define and categorize the integration requirements in a generic way. It also does not include enabling a practice of empowerment, which is a key step to ensure the success and sustainability of the integration project.

Option B is not correct because it does not include documenting and reviewing the existing integration (architecture), which is a key step to understand the current state of the integration landscape and identify the gaps and improvement areas. It also does not include scoping focus areas or mapping use case patterns to integration technology, which are key steps to define and prioritize the future state of the integration solution.

For more information on the SAP Integration Solution Advisory Methodology (ISA-M) and its steps, you can refer to SAP Integration Solution Advisory Methodology: Template version 4.0 available now | SAP Blogs or Integration Solution Advisory Methodology (ISA-M): Define Integration Guidelines for Your Organization | SAP Blogs.

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