Exam : 070-301

Title : Managing, Organizing, and Delivering IT Projects by Using Microsoft Solutions Framework 3.0

Ver : 12.26.06

QUESTION 1:

You work for Certkiller .com and are responsible for the Release Management role on a project. The project is currently in the Deploying Phase.
You are deploying a corporate application to several regional offices in cities across the country.Your team deploying the application in each office consecutively.To minimize deployment costs, the travel schedule is aggressive, and the time spent at each office site is limited.
Your customer reports that the solution at each site is unstable and that user feedback indicates thatusersisnot satisfied. The central help desk is receiving a large number of support requests. The Deployment team cannot respond, because they are currently involved with another site deployment. Reports show that users access the system. User training has occurred.
What is the most likely cause of the problem?
A.The Core Technology Deployed Milestone was not completed before the site deployments began.
B.The Site Installation Complete Milestone was not achieved during the site installation.
C.The Site Training Complete Milestone was not achieved during the site deployment.
D.The Site Deployment Complete Milestone was not achieved during the site deployment.

Answer: D

QUESTION 2:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project goal is to develop a scanning application to validate passes for entry to an event. The application will be piloted an anotherevent, where any problems that occur will have a much smaller impact. The dates of both events are fixed.
The application uses specialized scanners. You make arrangements to borrow two of these scanners. You are not certain that the scanners will be delivered on time.
Your team identifies a number of project risks. The risk document is shown in the exhibit.

Risk Description	Probability (0-1)	Impact (1-10)
If operators are not trained before the pilot event is held, some attendees might be denied entrance.	.5	1
If the scanners do not arrive before development starts, we will not be able to establish the Test and Development environments.	.75	2
If the driver for the scanners does not work on our chosen operating system, extra work will be needed to write a new driver.	.2	4
If bad weather causes the pilot event to be canceled, we will need to organize an alternative event for the pilot.	.01	10
If the system is not ready for the pilot event, it will be necessary to give all attendees free entrance.	.75	4

You need to identify the highest priority risks.
Which three risks should you identify? (Choose three)
A.If operators are not trained before the pilot event is held, some attendees might be denied entrance.
B.If the scanners do not arrive before development starts, we will not be able to establish the Test and Development environments.
C.If the driver for the scanners does not work on our chosen operating system, extra work will be needed to write a new driver.
D.If bad weather causes the pilot event to be cancelled, we will need to organize an alternative event for the

pilot.
E.If the system is not ready for the pilot event, it will be necessary to give all attendees free entrance.

Answer: B, C, E
MOC1846,Module3,"Exposure = probability * impact"

QUESTION 3:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is currently in the Developing Phase. The team identifies and analyzes a number of risks.
To prioritize, the team decides to use a numeric probability scale between 0 and 1, and a numeric impact scale from 1 (low) to 10 (high). The analysis of the risks that were created in the Envisioning Phase is shown in the exhibit.

Risk Description	Probability (0-1)	Impact (1-10)
If the currently proposed legislation does not pass into law, the project will be canceled.	.1	10
If the customer is reassigned to a job outside the country, the project will lose its sponsorship.	.2	9
If the project budget for the required hardware is not approved, the scalability and throughout requirments will not be met.	.4	7
If the team is asked to complete tasks that are not in the current project, the project schedule will slip by two weeks.	.6	2

You review the master risk list. The project budget for the required hardware was approved after the Envisioning Phase. The customer might be reassigned to another job outside the country, but the impact of this risk was reduced from 9 to 7. The customer designated a replacement, and that person is in training. All other risk probability numbers and risk impact numbers remain the same.
You need to reassess the master risk list by using this new information.
Which risk is the top priority risk?
A.If the currently proposed legislation does not pass into law, the project will be cancelled.
B.If the customer is reassigned to a job outside the county, the project will lose its sponsorship.
C.If the project budget for the required hardware is not approved, the scalability and throughput requirements will bit be met.
D.If the team is asked to complete tasks that are not in the current project, the project schedule will stop by two weeks.

Answer: B
MOC1846,Module3,"Exposure = probability *impact"

QUESTION 4:

You work for Certkiller .com and are responsible for the Development role on a project. The goal of the project is to replace a legacy accounting system. The project is expected to take three months.
Documentation of the legacy system is incomplete and out of date. Therefore, you reply on three developers who have relevant knowledge and skills. Each developer must give one month's notice to terminate his or her contract.
You identify the following risk:
*If any of our three legacy system developers leave the company, we will lose critical knowledge and skills that

are needed to complete the project.
You need to identifya mitigationand a contingency for this risk.
What should you do?
To answer, drag the appropriate action or actions to the correct location or locations in the answer area.

Answer:

QUESTION 5:

You work for Certkiller .com and are responsible for the Program Management role on a project.

The project team identifies the following risk conditions:
*The solution requires new hardware drivers that might be late.
*The developers might not have experience in using the software that is selected.
*There might not be enough testers available.
*The Release Management role might leave the team.
You need to identify the risk consequences that are most likely to occur as a result of these risk conditions.
Which three risk consequences should you identify? (Choose three)
A.Development might take longer than planned.
B.Versioned releases might not be possible.
C.Risks might occur, but contingency plans might not be invoked.
D.The deployment might be late.
E.The help desk might not be able to resolve user support requests.
F.A proof of concept might not be performed.

Answer: A, B, E

QUESTION 6:

You work for Certkiller .com and are responsible for the Program Management role and the Release Management role on a new technology pilot project.
The project stakeholders provide a list of functional requirements that are not negotiable. The stakeholders are not concerned with the project's duration of costs. However, they state that the project will be cancelled if the required functionality is not delivered.
You are a member of the project team. The project team also includes the following members:
*Markus is responsible for the Project Management role.
*Tom is responsible for the Development role. He has not worked with the new technology on the project.
*Jennifer is responsible for the User Experience role.
There are no other team members.
You need to identify the risks that are most likely to cause the project to be cancelled.
Which three risks should you identify? (Choose three)
A.The project might be late.
B.New technology will be used.
C.Additional hardware might have to be purchased.
D.Tom's lack of experience with the new technology might cause problems.
E.The probability of failure is high.
F.The team structure might cause problems.

Answer: B, D, F

QUESTION 7:

You work for Certkiller .com and are responsible for the Program Management role on a project for Certkiller . The goal of the project is to implement a new portal solution. You were appointed to the role a month ago after work began.
At the beginning of the project, the intranet administrator briefed the developer on the high-level objectives. Because Certkiller is under pressure to implement the portal solution as quickly as possible the developer

immediately started developing a solution. The intranet administrator informs you that he suspects that the solution will not meet Certkiller 's business requirements.
You need to ensure that the project meets Certkiller 's business requirements. You discuss the problem with the developer and the intranet administrator.
What should you do next?
A.Document the project scope.
B.Document the master project plan.
C.Document the user profiles.
D.Document the usage scenarios.

Answer: D

QUESTION 8:

You work for Certkiller .com and are responsible for the Program management role on a project. The project sponsor wants to know which criteria are used to indicate the successful completion of each phase of the project.
Which success criterion or criteria should you identify?
To answer, drag the appropriate success criterion or criteria to the correct project phase or phases in the answer area.

Answer:

Project Phases	Success Criteria
Envisioning	Agreement is reached on the solution concept.
Planning	Agreement is reached on the solution components.
Developing	All solution elements are complete.
Stabilizing	Operations approval for the release is obtained.
Deploying	The solution is stable when it runs in the production environment.

Success Criteria, select from these

QUESTION 9:

You work for Certkiller .com and are responsible for the Product Management role on a project. The project is currently in the Envisioning Phase. You present a vision/scope document to the project stakeholders for their approval. You estimate that the proposed solution will be completed in seven to nine months.
The project stakeholders approve the solution concept and budget. However, they state that the schedule is too long and that they need a solution in three to four months.
You need to satisfy the requirements of the stakeholders.
Which two actions should the team perform? (Each correct answer presents part of the solution. Choose two)
A.Develop the solution immediately, while you complete the Envisioning Phase deliverables.
B.Use versioned releases to deliver the most important features in less than seven months.
C.Create the Developing Phase deliverables and the Planning Phase deliverables concurrently.
D.Assign additional employees to work on the project.
E.Ask the developers to test their work during the Developing Phase.
Deploy the solution when all the necessary features have been built.

Answer: B, D

QUESTION 10:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project goal is to deploy a new contact management application to all desktop computers in Certkiller . The project team
is gathering information to produce the vision/scope document.
After you view responses of users who completed a survey, you realize that users in different departments, job categories, and regions have very different contact management requirements and skills. You are not sure that you have gathered enough information to represent all the requirements and skills of the users.
You need to ensure that the scope of the project provides for the requirements of all users.
What should you do?
A.Develop a communication plan.
B.Define user profiles.
C.Perform a review of user readiness.
D.Add the lack of understanding of user requirements to the initial risk list.

E.Use interviews to gather user requirements.

Answer: B

QUESTION 11:

You work for Certkiller .com and are responsible for the Program Management role on a project that recently started the Planning Phase. The solution will be created in two versioned releases. The project team made this decision to allow feedback from version 1 to influence the requirements for version 2.
The Release Management role informs you that because of operational constraints, your team will only be permitted a single release to production.
You need to evaluate how this change will affect the project.
Which two issues or risks does this change introduce to the project? (Choose two)
A.More time will be needed for requirements analysis.
B.Less time will be available for testing.
C.The release process will need to be automated.
D.The solution will come tomarketlater.

Answer: A, B

QUESTION 12:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is currently in the Envisioning Phase.
You must deliver the solution very quickly, in time for a trade show, where a competitor also is launching a new product version. The product that you deliver must have superior feature set that is not negotiable.
The customer states that failure to meet either the trade show date or the feature set will result in an advantage for his competitor that will not be recoverable. The customer then predicts that failure in eitherareaswill put his company out of business by the end of the year.
You need to manage the solution scope and schedule for the project life cycle.
What are two possible ways to manage project trade-offs? (Each correct answer presents a complete solution. Choose two)
A.If you miss the internal release milestones, add people to restore the schedule timeline.
B.If you miss the internal milestones, trade off features to restore the schedule timeline.
C.If features cannot be implemented as originally estimated, add people to provide the required feature set.
D.If features cannot be implemented as originally estimated, trade off the schedule to restore the expected level of feature development.

Answer: A, C

QUESTION 13:

You work for Certkiller .com and are responsible for the Program Management role on a project. All of the features are developed, and the project team is stabilizing the solution.
The team member who is responsible for the Release Management role hears that many bugs exist. She asks you to delay the release.

You need to decide if a delay is necessary.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two)
A.Analyze the buffer time usage.
B.Analyze the bug convergence trends.
C.Analyze the master risk list.
D.Analyze the bug classifications data.

Answer: B, D

QUESTION 14:

You work for Certkiller .com and are responsible for the Test role on a project. The project is currently in the Stabilizing Phase.
The number of active bugs is 500. The number of new bugs reported each day is 50. The number of bugs resolved each day is 100. The rate reported and the rate resolved will remain constant over the next two weeks.
You need to analyze the bug statistics.
Which two conclusions should your analysis identify? (Choose two)
A.Bug convergence will be achieved 10 days from now.
B.Bug convergence already was achieved.
C.Zero bug bounce will be achieved 10 days from now.
D.Zero bug bounce already was achieved.

Answer: B, C

QUESTION 15:

You work for Certkiller .com and are responsible for the Program Management role on a project. The goal of the
project is to add new features and user interface changes to an existing application.
The project is currently in the Stabilizing Phase. For the past several days, more bugs are fixed that the numbers of new ones that are reported.
You need to report the project status to the sponsors.
What should you report?
A.The solution is ready to be deployed.
B.Zero bug bounce was achieved.
C.This build of the solution can be declared as a release candidate.
D.Regression testing is complete.
E.Bug convergence was achieved.

Answer: E

QUESTION 16:

You work for Certkiller .com and are responsible for the Product Management role on your project. The project is currently in the Stabilizing Phase
Your team is developing a Microsoft Windows form application. One feature generates almost 90 percent of the

new bugs that are reported each day. If you do not take action, the team might not meet the scheduled product ship date.
The project trade-offs are shown in the following table.

	Fixed	Chosen	Adjustable
Resources			X
Schedule		X	
Features	X		

You need to identify the action that is most likely to ensure the success of the project.
Which action should you identify?
A.Drop the feature from the application.
B.By using the current resources and schedule, continue to resolve issues until bug convergence is achieved.
C.Continue to extend the project schedule until the feature is stabilized and the new ship date can be predicted.
D.Add more resources to the project to stabilize the feature and to meet the current ship date.

Answer: D

QUESTION 17:

You work for Certkiller .com and are responsible for the Product Management role on a project that recently piloted its solution. You are also in the Test role. Other team members are assigned to the Program Management role and the Development role.
New features were added to the solution late in the Developing Phase. The solution works well in the test lab. After the solution is installed, the customer reports problems with its existing applications. The customer requests that you removed the solution. After the solution is removed, the existing customer applications operate normally.
What is the most likely cause of the problem?
A.The User Experience role was not assigned.
B.New features were added late in the Developing Phase.
C.The Product Management role and the Test role were combined.
D.The Release Management role was not assigned.

Answer: D

QUESTION 18:

You are a member of a software development project team. Your team is seeking approval from the project sponsors for the functional specifications.
The project sponsors review a draft of the functional specifications. The sponsors state that you did not address several required features.
You need to identify the role or roles that are primarily responsible for resolving the problem that the sponsors found in the review.
Which role or roles should you identify? (Choose all that apply)
A.Product Management
B.Program Management
C.Development
D.Test
E.Release Management

F.User Experience

Answer: B

QUESTION 19:

A project team is assembled to develop an employee information portal in a small company.
The team consists of the following members:
1.Bob is responsible for the Program Management role and the Release Management role.
2.Sally is responsible for the Product Management role and the Test role.
3.Tom is responsible for the Development role.
4.Carol is responsible for the User Experience role.
You need to ensure that the major project goals are achieved by the appropriate team members.
What should you do?
To answer, drag the appropriate team member or members to the correct major project goal in the answer area.

Answer:

Major project goals	Team Members
Ensure that all customers are satisfied	Sally
Ensure that all issues are addresses before the release	Sally
Deliver the solution on time.	Bob
Build according to the specifications	Tom
Achieve a smooth deployment.	Bob
Enhance user effectiveness.	Carol

Team Members

Bob	Sally
Tom	Carol

QUESTION 20:

You are a member in the IT department of Certkiller .com. You work for Certkiller .com and are responsible for staffing a project team. You are not a member of the project team.
Certkiller .com is developing a Web application for the human resources (HR) department. The application will be developing by using Microsoft Visual basic .NET and ASP.NET.
The following employees are available to work on this project:
1.Michael understands the business goals of the project.
2.Anne is a software developer who has worked with Visual Basic. NET and ASP.NET.
3.Laura works in the HR department and has performed software testing.
You need to assign roles on the project by using the available employees and their existing skills.
Which four roles should you assign? (Choose four.)
A.Product Management
B.Program Management
C.Development
D.Test
E.User Experience
F.Release Management

Answer: A, C, D, E

QUESTION 21:

You work for Certkiller .com and are responsible for the combined Program Management and Release Management roles on a five-person project team.
One person is responsible for the combined Product Management and User Experience roles. Three people are responsible for the combined Development and Test roles. The project team is shown in the exhibit.

The project is currently in the Developing Phase. The internal releases that were delivered are unstable. However, the number of bugs that were reported is low. The customer states that the quality of the current application is unsatisfactory.
The team identifies the following risk for the project.
*If the application remains unstable, the team cannot ship the product on schedule.
You need to mitigate the identified risk.
What are two possible ways to achieve this goal? (Each correct answer presents a complete solution. Choose two)
A.Split the combined Development and Test roles.
Assign two people to the Development role and one person to the Test role.
B.Reassign the Test role to the person who is performing the combined Product Management and User Experience roles.
C.Reassign the Development role to the person who is performing the combined Program Management and Release Management roles.
D.Reassign the Test role to the person who is performing the Program Management role.
Reassign the Release Management role to the team that is performing the Development role.
E.Postpone the testing task to the Stabilizing Phase.

Answer: A, B

QUESTION 22:

Certkiller has 250 branch offices. There is a printer in each branch office. The project goal is to upgrade printers and print servers throughout Certkiller . A pilot will be run in one branch office before release.
The project is near the end of the Developing Phase. You are absent for a week. During your absence, the customer requested a change to the project to support a new model printer that the customer is evaluating five branch offices. Your colleagues, who are responsible for the other Microsoft Solutions Framework (MSF) roles, agreed to this request.
You need to identify the risks that are most likely to occur as a result of this decision.
Which three risks should you identify? (Choose three)
A.The test schedule might not allow time to test the printer.
B.User training guides for the new printers might not be available.
C.A new pilot branch might have to be selected to use the new printer.
D.The new printer might not be supported by the operating system that was chosen for the print servers.
E.The support staff might not have the knowledge that is needed to support users of the new printer.

Answer: A, B, E

QUESTION 23:

You work for Certkiller .com and are responsible for the Program Management role on a project.
The project trade-offs, which are approved at the end of the Envisioning Phase, are shown in the following table.

	Fixed	Chosen	Adjustable
Resources	X		
Schedule		X	
Features			X

The project will be delivered as part of several versioned releases. The team is working on the first versioned release 1.0.
At the end of the Planning Phase, the schedule for the Developing Phase is six months, which is divided into three internal releases. Each internal release is two months. The Stabilizing Phase is estimated at three months. The team recently completed Internal Release 1 in the Developing Phase, which was completed in three months. It is evident that Internal Release 2 and Internal Release 3 also will take three months each. The Stabilizing Phase estimate now has increased to four and one-half-months.
The original project plan and the revised project plan are shown in the exhibit.

	Task Name	Duration	St
1	Project - As Originally Planned	12 mons	Mon
2	Envisioning	1 mon	Mor
3	Planning	1 mon	Mor
4	Developing	6 mons	Mon
5	Internal Release 1 (IR 1)	2 mons	Mor
6	Internal Release 2 (IR 2)	2 mons	Mon
7	Internal Release 3 (IR 3)	2 mons	Mon
8	Stabilizing	3 mons	Mon
9	Stabilize IR 1	1 mon	Mon
10	Stabilize IR 2	1 mon	Mon
11	Stabilize IR 3	1 mon	Mon 1
12	Deploying	1 mon	Mon
13			
14	Project Plan - Actual / Revised	16.5 mons	Mon
15	Envisioning	1 mon	Mor
16	Planning	1 mon	Mor
17	Developing	9 mons	Mon
18	Internal Release 1 (IR 1)	3 mons	Mor
19	Internal Release 2 (IR 2)	3 mons	Mon
20	Internal Release 3 (IR 3)	3 mons	Mon
21	Stabilizing	4.5 mons	Mon
22	Stabilize IR 1	1.5 mons	Mon
23	Stabilize IR 2	1.5 mons	Mon 1
24	Stabilize IR 3	1.5 mons	Mon
25	Deploying	1 mon	Mon

You need to review the project documents and decide the appropriate action to take.
What should you do?
A.Extend the schedule by three and one-half months to accommodate Internal Release 3.
B.Add resources to the project.
Run Internal Release 3 at the same time as Internal Release 2 so that the Deployment Complete Milestone data does not change.
C.Move Internal Release 3 out of the delivery of versioned release 1.0.
Include Internal Release 3 in the scope of versioned release 2.0.
D.Do not take action on resources, schedule, of features until Internal Release 2 is complete.

Answer: C

QUESTION 24:

You work for Certkiller .com and are responsible for the Release Management role on a project. Solution deliverables include documentation for deployment processes, operational procedures, and support and troubleshooting.
You need to identify in your high-level project plan the correct phase for creating these deliverables.
Which phase should you identify?
A.Envisioning
B.Planning
C.Developing
D.Stabilizing
E.Deploying

Answer: C

QUESTION 25:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is currently in the Developing Phase. Some of the scheduled development activities depend on changes that must be made to the production environment. These changes were postponed for several weeks.
The Development team informs you that they cannot deliver the project according to the original schedule. They also state that they are likely to fall behind while they wait for the changes to the production environment. Many of the development activities that are scheduled for later in the Developing Phase do not depend on these changes.
You need to ensure that the project is not delayed.
What should you do?
A.Move activities around in the schedule.
B.Reduce the functionality that is being developed.
C.Add sufficient resources to the project team.
D.Reduce the duration of the Stabilizing Phase.
E.Reduce the number of internal releases.

Answer: A

QUESTION 26:

You work for Certkiller .com and are responsible for the Test role on a project. The project is currently in the Developing Phase.
The team's daily build process is automated, delivered at the same time each day, and deployed successfully to the test environment. When you check the daily build, all key featuresareoperational. The build number is easy identifiable,and detailed release notes identify the changes that were made since the last build.
Despite the team's excellent process, you observe that the overall quality of the daily build slowly decreases over time. Each build becomes slightly less predictable then the one before. You notice that bugs that previous

were fixed are reappearing.
You need to identify the cause of the decreasing build quality.
Which test should you perform?
A.Unit testing
B.Regression testing
C.Configuration testing
D.Build verification testing
E.Compatibility testing

Answer: B
MOC1846,module7, Appendix A

QUESTION 27:

You work for Certkiller .com and are responsible for the User Experience role on a project. The project is currently in the Developing Phase. The Development team requests that you gather information on the effectiveness of the user interface that the team is developing.
You need to perform a test that involves end users of the application to confirm that the current user interface design is acceptable.
What should you do?
A.Perform user acceptance testing.
B.Perform usability testing.
C.Conduct a pilot.
D.Implement a proof of concept.

Answer: B
MOC1846,module7, Appendix A

QUESTION 28:

You work for Certkiller .com and are responsible for the Test role on a project. The project goal is to create an application that imports data by using XML, stores the data in an internal database, converts the data to a different XML schema, and exports the data to XML.
The developers created the internal database, and they made it available to the team. They are now working on modules to import, convert, and export the data to XML.
Your team reports that the regression tests detect a large number of bugs in the database module.
What are the three most likely causes of the problem? (Choose three)
A.Developers included incomplete work in the daily build of the database module.
B.Changes were made as a result of the pilot.
C.Insufficient pre-production testing was carried out.
D.Code reviews were not conducted.
E.Change requests are not being reviewed properly.

Answer: A, D, E
Note:Uncertainty

QUESTION 29:

You work for Certkiller .com and are responsible for the Program Management role in Certkiller 's project office.
You are asked to review a project that was cancelled when it could not deliver the required solution in the specified schedule and budget.
You review the deliverables of the Planning Phase, which are shown in the following data.

Deliverable	Created By
Functional specification	Team leads of all role clusters
Development plan	Development team
Test plan	Test Team
Budget plan	Program manager
Communications plan	Product manager
Purchasing plan	Release Management team
Release plan	Release Management team
Training plan	User Experience team
Master project schedule	Program manager

You need to identify the most likely cause of the project failure.
Which mistake should you identify?
A.The program manager did not create all the plans.
B.The program manager did not create a master project plan.
C.The program manager did not create the purchasing plan.
D.The development team lead did not create a pilot plan.

Answer: B
MOC1846,module6, Appendix A

QUESTION 30:

You work for Certkiller .com and are responsible for the Release Management role on a project. The solution uses specialized hardware. The customer supplied only one unit of the specialized hardware. As a result, the development and test environment are combined so that both groups have access to the hardware in an environment separate from the production network.
The project team reached the first interim release in the Developing Phase and is behind schedule. A major cause of delay is that development and testing could not use the shared environment simultaneously.
You need to recommend how the environments should be modified to overcome these problems.
What should you recommend?
A.Reserve the single environment for development until the next interim milestone, and then reserve it for testing.
B.Reserve the single environment for development until the Scope Complete Milestone, and then reserve it for testing.
C.Reserve the single environment for development.
Perform testing during the pilot in a selected office.
D.Transfer development to the production environment.
Reserve the team's environment for testing.
E.Ask the customer for more resources so that a second environment can be created.

Answer: B

QUESTION 31:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is currently in the Planning Phase. The functional specification wasbaselined.
The Development team delivers a draft of the physical design to the customer's IT department for review. The IT department rejects the proposed physical design because it does not deliver the required functionality as defined in the project scope. The Development team states that the scope document does not describe the requirements clearly enough. The Development team members also state that they did not have much direct communication with the customer's IT department since the start of the project.
You need to ensure that the developers will produce a revised design that delivers the functionality that is required by the customer's IT department.
What should you do?
A.Revise the communication plan.
B.Revise the development plan.
C.Revise the description of the required functionality in the functional specification.
D.Implement a proof of concept.

Answer: A
MOC1846,module6, Appendix A

QUESTION 32:

You work for Certkiller .com and are responsible for the Development role in a project.
The development work is divided into five tasks, which are describe din the following table.

Task ID	Task	Skills Needed	Dependencies
D1	Create database	Database	None
D2	Optimise database	Database	Needs D1
P1	Code reports	Programming, HTML	Needs D1
P2	Code data entry	Programming	Needs D1
P3	Code business rules	Programming	Needs P1 and P2

Each task takes three weeks for one developer to complete. Each task can be completed in two weeks if it is assigned to two developers. Each developer must work on only one task at a time.
The following three developers are available:
*Jo has database and programming skills, but does not have HTML skills.
*Sam has only programming and HTML skills.
*Charlie has only database skills.
Your customer wants the solution completed as quickly as possible.
To which developer or developers should you assign each task?
To answer, drag the appropriate developer or developers to the correct task or tasks in the answer area.

Answer:

QUESTION 33:

You work for Certkiller .com and are responsible for the Product Management role on a project. The team has reached the end of the Planning Phase and is waiting for approval from the customer.
The Customer has asked you specific questions about the project.
You need to locate the information you need to respond to the customer's questions.
In which planning deliverable should you look for each type of information?
To answer, drag the appropriate customer question or questions to the correct planning deliverable in the answer area.

Answer:

Explanation:
Course 1648A definition ofScheduling:WHOwill perform the tasks or WHEN they will be performed. Applying RESOURCES and DATES to tasks.
70-300ebook: The primary purpose of logicaldesign :Identify the appropriate technologies to be implemented

---

QUESTION 34:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is currently in the Planning Phase.
The project team develops a set of project requirements. You are working with the team to establish destination andan applicationarchitecture for the solution.
To which design goal category or categories should you assign each requirement?
To answer, move the appropriate requirement or requirements to correct design goal category or categories in the answer area.

Answer:

QUESTION 35:

You are in the Development role on a project for Certkiller . The goal of the project is to implement a data

warehouse solution. The project is currently in the Planning Phase.
The functional specification is submitted to the chief data architect for approval. She returns it for revision and included the following comments:
*The proposal functionality conforms to the scope.
*The usage scenarios that are described are realistic and accurate.
*The design for the data warehouse and analysis tools seems technically feasible.
*The amount of disk space that is allocated for data storage in the design might be inadequate to manage future growth.
You need to produce a solution specification that meets the chief data architect's needs.
What should you do?
A.Produce a revised conceptual design.
B.Produce a revised logical design.
C.Produce a revised physical design.
D.Produce a detailed development plan.

Answer: C

QUESTION 36:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project goal is to develop a scanning application to validate passes for entry to an event. The application will be piloted at another event, where any problems that occur will have a much smaller impact. The dates of both events are fixed.
The application uses specialized scanners. You make arrangements to borrow two of these scanners. You are not certain that the scanners will be delivered on time.

Risk Description	Probability (0-1)	Impact (1-10)
If operators are not trained before the pilot event is held, some attendees might be denied entrance.	.5	1
If the scanners do not arrive before development starts, we will not be able to establish the Test and Development environments.	.75	2
If the driver for the scanners does not work on our chosen operating system, extra work will be needed to write a new driver.	.2	4
If bad weather causes the pilot event to be canceled, we will need to organize an alternative event for the pilot.	.01	10
If the system is not ready for the pilot event, it will be necessary to give all attendees free entrance.	.75	4

Your team identifies a number of project risks. The risk document is shown in the exhibit. (Click the Exhibitbutton.)
You need to identify the highest priority risks.
Which three risks should you identify? (Choose three.)
A.If operators are not trained before the pilot event is held, some attendees might be denied entrance.
B.If the scanners do not arrive before development starts, we will not be able to establish the Test and Development environments.
C.If the driver for the scanners does not work on our chosen operating system, extra work will be needed to write a new driver.
D.If bad weather causes the pilot event to be cancelled, we will need to organize an alternative event for the pilot.

E.If the system is not ready for the pilot event, it will be necessary to give all attendees free entrance.

Answer: B, E

QUESTION 37:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is currently in the Developing Phase. The team identifies and analyzes a number of risks.
To prioritize risks, the team decides to use a numeric probability scale between 0 and 1, and a numeric impact scale from 1 (low) to 10 (high). The analysis of the risks that were created in the Envision Phase is shown in the exhibit. (Click the Exhibit button.)

Risk Description	Probability (0-1)	Impact (1-10)
If the currently proposed registration does not pass into law, the project will be canceled.	.1	10
If the customer is reassigned to a job outside the country, the project will lose its sponsorship.	.2	9
If the project budget for the required hardware is not approved, the scalability and throughput requirements will not be met.	.4	7
If the team is asked to complete tasks that are not in the current project, the project schedule will slip by two weeks.	.6	2

Risk Description	Probability (0-1)	Impact (1-10)
If the currently proposed legislation does not pass into law, the project will be canceled.	.1	10
If the customer is reassigned to a job outside the country, the project will lose its sponsorship.	.2	9
If the project budget for the required hardware is not approved, the scalability and throughput requirements will not be met.	.4	7
If the team is asked to complete tasks that are not in the current project, the project schedule will slip by two weeks.	.6	2

You review the master risk list. The project budget for the required hardware was approved after the Envisioning Phase. The customer might be reassigned to another job outside the country, but the impact of this risk was reduced from 9 to 7. The customer designated a replacement, and that person is in training. All other risk probably numbers and risk impact numbers remain the same.
You need to reassess the master risk list by using this new information.
A.If the currently proposed legislation does not pass into law, the project will be cancelled.
B.If the customer is reassigned to a job outside the country, the project will lose its sponsorship.
C.If the project budget for the required hardware is not approved, the scalability and throughput requirements will not be met.
D.If the team is asked to complete tasks that are not in the current project, the project schedule will slip by two weeks.

Answer: B

QUESTION 38:

You work for Certkiller .com and are responsible for the User Experience role on a project. The project is currently in the developing Phase. The Developing team request that you gather information on the effectiveness of the user interface that the team is developing.

You need to perform a test that involves end users of the application to confirm that the current user interface design is acceptable.
What should you do?
A.Perform user acceptance testing.
B.Perform usability testing.
C.Conduct a pilot.
D.Implement a proof of concept.

Answer: B

QUESTION 39:

You work for Certkiller .com and are responsible for the test role in a project. The project is currently in the Developing Phase.
The team's daily build process is automated, delivered at the same time each day, and deployed successfully to the test environment. When you check the daily build, all key featuresareoperational. The build number is easily identifiable, and detailed release notes identify the changes that were made since the last build.
Despite the team's excellent process, you observe that the overall quality of the daily build slowly decreases over time. Each build becomes slightly less predictable that the one before. You notice that bugs that previously were fixed are reappearing.
You need to identify the cause of the decreasing build quality.
Which test should you perform?
A.Unit testing
B.Regression testing
C.Configuration testing
D.Build verification testing
E.Compatibility testing
F.Functional testing

Answer: B

QUESTION 40:

You work for Certkiller .com and are responsible for the Release management role on a project. The project is currently in the Deploying Phase.
You are deploying a corporate application to several regional offices in cities across the country. Your team is deploying the application in each office consecutively. To minimize deployment costs, the travel schedule is aggressive, and the time spent at each office site is limited.
You customer reports that the solution at each site is unstable and that user feedback indicates that users are not satisfied. The central help desk is receiving a large number of supportrequest. The deployment team cannot respond, because they are currently involved with another site deployment. Reports show that users can access the system. User training has occurred.
What is the most likely cause of the problem?
A.The Core Technology Deployed Milestone was not completed before the site deployments began.
B.The Site Installation Complete Milestone was not achieved during the site installation.

C.The Site Training Complete Milestone was not achieved during the site deployment.
D.The Site Deployment Complete Milestone was not achieved during the site deployment.

Answer: D

QUESTION 41:

You work for Certkiller .com and are responsible for the Test role on a project. The project is currently in the Stabilizing Phase.
The number of active bugs is 500. The number of new bugs reported each day is 50. The number of bugs resolved each day is 100. The rate reported and the rate resolved will remain constant over the nest two weeks.
You need to analyze the bug statistics.
Which two conclusions should your analysis identify? (Choose two.)
A.Bug convergence will be achieved 10 days from now.
B.Bug convergence already was achieved.
C.Zero bug bounce will be achieved q0 days from now.
D.Zero bug bounce already was achieved.

Answer: B, C

QUESTION 42:

You work for Certkiller .com and are responsible for the Program Management role on a project. The project is in the Planning Phase.
The project team develops a set of project requirements. You are working with the team to establish design goals andan applicationarchitecture for the solution.
To which design goal category or categories should you assign each requirement?

Goal Category	Requirements
Security	*Place requirement here*
Performance	*Place requirement here*
Scalability	*Place requirement here*
Availability	*Place requirement here*
Reusability	*Place requirement here*
Ease of Deployment	*Place requirement here*

Requirements, select from these

- The application must have an automated installation package.
- The user must log in to the network before he or she uses the application.
- The application must support a population of 5,000 users, which will grow to 7,500 in the coming year.
- The business layer of the application will also be called by another future Microsoft Windows forms application and several Web services.
- A Web page must not, on average, take more than five seconds from the time of request to end of page load.
- The application must be operational seven days a week, 24-hours a day, at a level of 99.9 percent.

Answer:

QUESTION 43:

You are responsible for the Program Management role on an application development project. The Stabilizing Phase of the project is beginning.
What is the correctorderfor completion of the Stabilizing Phase milestones?
To answer, move the appropriate milestones from the list of milestones to right. Use only milestones that apply.

Milestones, Select from these

Internal releases	*Place first milestone here*
Pilots	*Place second milestone here*
Bug convergence	*Place third milestone here*
Site deployment	*Place fourth milestone here*
Zero bug bounce	*Place fifth milestone here*
Project close-put report baseline	*Place sixth milestone here*
User accepting testing	*Place seventh milestone here*
Release candidates	*Place eight milestone here*

Answer:

Milestones, Select from these

Internal releases	Bug convergence
	Zero bug bounce
	User accepting testing
Site deployment	Release candidates
Project close-put report baseline	Pilots
	Place seventh milestone here
	Place eight milestone here

QUESTION 44:

You are responsible for the Product Management role on a large project. The project is currently in the Stabilizing Phase.
The project team reports the following information:
1.Installation scripts are being tested.
2.There are no active bugs.
3.Users have tested the solution and are dissatisfied with the application.
You need to report the project status to the sponsors.
What should you report?
A.Zero bug bounce was achieved.
B.User acceptance testing is complete.

C.This solution is ready to pilot.
D.This build of the solution can be declared a release candidate.
E.The Stabilizing Phase is complete.

Answer: A

QUESTION 45:

You are responsible for the Program Management role on a project. The project is currently in the Stabilizing Phase.
The project trade-offs are shown in the following table.

	Fixed	Chosen	Adjustable
Resources	X		
Schedule		X	
Features			X

Certkiller .com's
product is designed for the large enterprise. The primary design goals of the application are for scalability and security. The product must ship as soon as possible, because lost time to market will result in less market shares in comparison to the competition's new product offering.
Stress testing and threat assessment testing were planned for, but they were not conducted. The Test team is far behind schedule. The team will not have time to conduct stress testing and threat assessment testing.
You need to manage the scope of the solution.
What should you do?
A.Drop user acceptance testing.
B.Extend the schedule.
C.Add resources to the project.
D.Drop stress testing and threat assessment testing.

Answer: B

QUESTION 46:

You are responsible for the Program Management role on a project. The project is currently in the Envisioning Phase. You discuss the constraints for the project with the chief information officer (CIO), who is the project sponsor.
You agree to the following constraints:
1.The budget for the project is extremely limited and must not be exceeded.
2.The CIO already has a scope that she wants the project to deliver. However, she is prepared to divide the project into subprojects that will deliver the scope in stages. Specified parts of the scope must be delivered immediately.
3.The CIO will accept your recommendations on the duration of the project, as long as it does not cause the budget to be exceeded.
How should you record these constraints in a trade-off matrix?
To answer, drag the check mark to the correct location or locations in the answer area.

	Fixed	Chosen	Adjustable
Resources			
Schedule			
Features			

Select this

X

Answer:

	Fixed	Chosen	Adjustable
Resources	X		
Schedule			X
Features		X	

Select this

X

QUESTION 47:

You are responsible for the Program Management role on a project. The project goal is to create a time-recording application for a global consulting company.
The top priority is to create a solution for users in only two branch offices. It is not necessary for this solution to have the full functionality, but this solution must be available in six months. A full-functionality solution for all offices must be available in 12 months.
The build and test stage will take four months, once the design is approved.
You customer has the following concerns.
1.Ease of use is critical because users are unlikely to read manuals or attend training.
2.A previous project that had the same goal failed because it took to long to reach agreement on the best user interface. The design team did not reach consensus among the branch offices. Users resisted a new interface that was designed by the main office staff, who did not understand the real issues a consultant faces.
You need to recommend to the customer how to best organize the project.
What should you recommend?

A.Create a prototype, and use it for usability testing for three months. Delay the rest of the design, build, and testing stages until the result of the usability tests are received.
B.Add more resources to the User Experience role. Design and build a wider range of on-screen training and user manuals.
C.Ask a team from the main office to evaluate the usability of the first interim release. Change the design, if necessary, on later interim releases.
D.Deliver a limited application for the first project in six months. Use feedback from this application to refine the user interface for full release in 12 months.

Answer: D

QUESTION 48:

You are responsible for the Product Management role on a project. Your project team presents a draft of the vision/scope documents to the project stakeholders.
The team members present the following information at the meeting with the stakeholders:
1.Members of the Development team demonstrate an interim version for immediate deployment.
2.Members of the Program Management team present a very aggressive master project schedule and an overview of the master project plan.
3.You discuss the features that you want to include in a future version of the solution.
4.Members of the Test team request a budget to buy new computers to replace the old ones in the test lab.
5.Members of the User Experience team have nothing to add.
The stakeholders tell you that the information does not meet their needs. They request another meeting in two weeks to review a revised set of vision/scope documents.
The team needs to prepare for the meeting.
Which three actions should the team perform? (Each correct answer presents part of the solution. Choose three.)
A.Gather requirements from the stakeholders.
B.Define project goals, assumptions, and constraints.
C.Set the ship date.
D.Draft the solution concept.
E.Baseline the logical design, but do not freeze it.

Answer: A, B, D

QUESTION 49:

You are responsible for the Program Management role on a server consolidation project. The project is currently in the Envisioning Phase. The project sponsor and the team member in the Product Management role draft the following vision statement:
The server consolidation project aims to reduce the number of servers and totally remove legacy systems from the IT infrastructure. This solution will simplify management of our company's IT environment and reduce the total cost of ownership.
The development team produces a solution concept for the project that will not remove all legacy systems. The team feels that the project needs to focus on the server consolidation component, and that the replacement of legacy systems should take lower priority than other IT objectives.

The project sponsor asks you to explain why the solution concept did not match her requirements.
What is the most likely cause of the problem?
A.No user profiles were defined.
B.There was no shared vision.
C.There was no trade-off matrix.
D.There was no conceptual design.
E.There was no risk management process.

Answer: D

QUESTION 50:

You are responsible for the Program Management role on a project. The project is currently in the Planning Phase. The development team is almost finished developing the logical design in accordance to the documented scope.
A security incident prompts a change in the design for patch management. You agree that the design change was necessary, but you suspect that other requests will cause the project to fall behind schedule. The design team already has made several other changes that were requested by stakeholders outside the project team.
You need to reduce the risk that the project will not meet its schedule.
What should you do?
A.Increase the size of the development team.
B.Renegotiate the project schedule to allow more time for unexpected scope changes.
C.Instruct the project team to refuse all requests for scope changes.
D.Baseline the project scope.
E.Implement a change control process for scope changes.

Answer: E

QUESTION 51:

You are responsible for the Program Management role on a project. The project is currently in the Planning Phase. You are taking over this role from another person. Changes are being made to your current in-house financial system to conform to upcoming mandatory legal requirements.
The project trade-offs are shown in the following table.

	Fixed	Chosen	Adjustable
Resources	X		
Schedule		X	
Features			X

You need to identify the risk that is most likely to occur as a result of the project trade-offs.
Which risk should you identify?
A.The project might not ship on time.
B.The features might not meet the legal requirements.
C.You might need to add people to the project to meet the schedule.
D.You might need to drop features from the project to meet the schedule.

Answer: A

QUESTION 52:

You are the consultant on a project. Your customercanceledthe previous project because of too many problems. The customer still needs the solution that the failed project intended to deliver. The customer decides to start the project again, and he hires you to ensure that the project is successful.
The customer identifies the following problems that occurred during the previous project:
1.Many problems that arouse during the project were unexpected.
2.Parts of the solution had to be discarded and redesigned.
3.The solution was difficult to use.
4.Team members frequently were unsure of how to proceed.
5.The solution that was released contained defects.
What are the most likely causes of the problems?
To answer, drag the appropriate risk consequence to the correct risk condition or conditions in the answer area.

Answer:

QUESTION 53:

You are responsible for the Program Management role on a project.
You and the other team members identify the following risks:
1.There is no daily build process
2.The team has little experience in designing user interfaces.
3.The employee who is responsible for the Development role does not have all the required skills.
4.A necessary part of the solution requires new and untested technology.
5.There is no Product Management role on the team.
Which risk consequence or consequences should you identify for the risk condition or conditions?

To answer, drag the appropriate risk condition or conditions to the correct risk consequence or consequences in the answer area.

Risk Conditions

Additional time might be required for proof of concept.

Additional time might be required for team training.

The solution might not meet the customer's needs.

Defects might go unnoticed.

Additional user documentation and training materials might have to be created.

Risk Consequences

Risk consequence

Risk consequence

Risk consequence

Risk consequence

Risk consequence

Risk Consequences

There is no daily build process

The team has little experience in designing user interfaces.

The employee who is responsible for the Development role does not have all the required skills.

A necessary part of the solution requires new and untested technology.

There is no Product Management role on the team.

Answer:

QUESTION 54:

You are responsible for the Program Management role on a large project that is believed to involve significant risks.
The project team is organized into a lead team and threesubteams. In the lead team, all Microsoft Solutions Framework (MSF) roles are represented. Eachsubteamincludes the Program Management role, the Development role, and the Test role.
You are scheduling risk review meetings for the Developing Phase of the project.
You need to ensure that you obtain risk information from all the appropriate team members.
What should you do?
A.Include only the Program Management role from the lead team and from allsubteamsin the meetings.
B.Include only the lead team roles in the meetings.
C.Include all roles from the lead team, and include team leads from eachsubteamin the meetings.
D.Include only the Development leads from the lead team and from allsubteamsin the meetings.
E.Include only the Program management role and the Development leads from the lead team and from all subteamsin the meetings.

Answer: C

QUESTION 55:

You are responsible for the Program Management role on a project. The goal of the project is tomigratea salesordersolution from an in-house legacy application to a proprietary product.
The vendor for your chosen product announces that a new version will be available soon and will support

several features that Certkiller .com needs. The project team decides to design and build the solution by using the new version.
You identify the following risk:
1.If the new version is not released before the Scope Complete Milestone, the physical design of our solution must be revised to use existing version.
The employee who is responsible for the Development role is assigned as owner of this risk. She asks you for advice on the responsibilities of owning a risk.
You need to identify the employee's responsibilities in owning this risk.
Which three actions should you identify? (Choose three.)
A.Inform the team if the product vendor changes its release plans for the new version.
B.Find the budget to revise the design for the existing version, if necessary.
C.Keep the customer informed of the status of the risk.
D.Track and report progress on the migration actions for the risk.
E.Report to the team about how the project schedule and resources will be affected if the solution is redesigned for the existing version.

Answer: A, D, E

QUESTION 56:

You are responsible for the Program Management role on a project. The project team identifies and analyzes a number of risks.
To prioritize risks, the team decides to use a numeric probability scale between 0 and 1, and a numeric impact scale from 1 (low) to 10 (high). The analysis of the risks is shown in the exhibit.
You need to create a master risk list.

Risk Description	Probability (0-1)	Impact (1-10)
If the currently proposed legislation does not pass into law, the project will be canceled.	.1	10
If the customer is reassigned to a job outside the country, the project will lose its sponsorship.	.2	9
If the project budget for the required hardware is not approved, the scalability and throughout requirments will not be met.	.4	7
If the team is asked to complete tasks that are not in the current project, the project schedule will slip by two weeks.	.6	2

Which risk has the top priority?
A.If the current proposed legislation does not pass into law, the project will becanceled.
B.If the customer is reassigned to a job outside the country, the project will lose its sponsorship.
C. If the project budget for the required hardware is not approved, the scalability and throughput requirements will
not be met.
D.If the team is asked to complete tasks that are not in the current project, the project schedule will slip by two weeks.

Answer: C

QUESTION 57:

You are responsible for the Development role on an application development project. You recently joined the project team. Your predecessor left after he created the development plan and schedule.
You review the development schedule and find that it does not meet the customer's desired ship date.
You need to transfer activities that do not need effort from the Development team role to other team roles.
Which four activities should you transfer? (Choose four.)
A.Write Help files.
B.Participate in code reviews.
C.Prepare the development environment.
D.Complete a proof of concept.
E.Manage the bug-tracking process.
F.Carry out performance testing on the code.
G.Fix bugs that are found in the code.

Answer: A, D, F, H

QUESTION 58:

You are responsible for the Program Management role on a project. The project is currently in the Developing Phase.
The project trade-offs that were created during the Envisioning Phase are shown in the following table.
During testing, you discover that the Development team built features that are not in the project requirements. The Development team states that they thought these features would assist with operation, application administration, and deployment of the application. These features are not essential to the release of the application into production. The additional work to test and stabilize these new features will delay the project delivery.
You need to make a decision about the newly found features.
What should you do?
A.Create test cases for the new features.
B.Submit the new features for evaluation to the change control board.
C.Revise the required Planning Phase deliverables by incorporating the new features.
D.Drop the new features from the scope of the project.

Answer: D

QUESTION 59:

You are responsible for the Program Management role on a project. The Developing Phase if the project is about to start.
The developers report that they cannot develop anoncriticalfeature by using the available tools. You do not want the developers to waste time on this feature if it cannot be delivered.
You need to verify as early as possible in the Developing Phase that the feature can be implemented. You also need to modify the plan for the Developing Phase accordingly.
What should you do?
A.Schedule weekly code reviews to be performed from the start of the Developing Phase.
B.Schedule daily builds to be produced from the start of the Developing Phase.

C.Schedule a proof of concept as the first milestone of the Development Phase.
D.Scheduleainternal release as the first milestone of the Developing Phase.

Answer: C

QUESTION 60:

You are responsible for the Program Management role on a project. The goal of the project is to implement an e-mail and calendar application for visually impaired users. The application includes a special interface to allow calendar entries to be imported from other applications.
Towards the end of the Planning Phase, the team reviews which tasks need to be assigned. The tasks that need to be assigned are shown in the answer area.
To which role should each task be assigned?
To answer, drag the appropriate role to the correct task or tasks in the answer area.

Answer:

QUESTION 61:

You are responsible for the Development role on a project. Only one developer has the required skills to complete a critical task. This is the first time you have worked with this developer, and you suspect that her time estimates are unreliable.
You receive the following three estimates for completing the critical task:
1.The customer's in-house IT team estimates three to four weeks.
2.You estimate five to six weeks. Your estimate is based on previous experience.
3.The developer estimates seven to eight weeks.
You need to decide on the best basis for estimating this task in the development plan.
What should you do?
A.Put the customer's estimate in the schedule.
B.Put your estimate in the schedule.

C.Put the developer's estimate in the schedule.
D.Ask the developer to divide her estimates into smaller tasks and thereestimate.
E.Ask the Program Manager role to allocate some of their buffer to allow for delays.

Answer: E

QUESTION 62:

You are responsible for the Program Management role on a project. The project goal is to create Web sites that allow consumers toordernew cars.
The project team defines the following design statements:
1.Users must be able to choose car accessories before the place anorder.
2.Thesalesdepartment must be able to update price lists daily.
3.The Web service that estimates delivery dates will be created by using Microsoft .NET technology.
4.Transaction information foe all languages and country Web sites will be stored in a central database.
To which design document should you add each design statement?
To answer, drag each design statement to the correct design document in the answer area.

Answer:

QUESTION 63:

You are responsible for the Test role on a project. The project is currently in the Planning Phase.
The employee who is responsible for the Project Management role notifies you that he developed a schedule for the rest of the project. He scheduled time for testing during the Development Phase, the Stabilizing Phase, and the Deploying Phase. He requests that you develop a test plan to specify how you will use the scheduled testing time. You suspect that this method of scheduling will increase project risk.
You need to minimize project risk.
What should you do?
A.Wait for Developing Phase before you develop the test schedule.

B.Select a system for issue tracking and bug tracking before you develop the test schedule.
C.Develop the test plan before you develop the test schedule.
D.Schedule testing to start only in the Stabilizing Phase.
E.Do not develop a specific schedule for testing.

Answer: C

QUESTION 64:

You are responsible for the Program Management role on a project. The Project is currently in the Planning Phase.

	Fixed	Chosen	Adjustable
Resources	X		
Schedule		X	
Features			X

The project trade-offs are shown in the following table.
A logical design was approved by the company's IT management team. You are preparing the physical design. You realize that the hardware requirements to implement the logical design will exceed the available budget. This problem might cause the project to becanceled.
You need to ensure that the project can proceed.
What should you do?
A.Negotiate additional budget with IT management.
B.Postpone the project until the next finance year.
C.Perform a pilot deployment by using the available hardware.
D.Revise the logical design so that it has lower hardware requirements.
E.Perform a pre-production test deployment by using the available hardware.

Answer: D

QUESTION 65:

You are responsible for the Program Management role on a project. The project is currently in the Planning Phase.
The only deliverables that were created so far in this phase are the development, test, deployment, training, and budget plans. The project office reviews theses plans. They state that the plans do not conform to the requirements that were stated in the Envisioning Phase deliverables.
The project office asks you to ensure that the Planning Phase deliverables conform to the requirements in the Envisioning Phase deliverables.
You need to recommend an approach that will reduce the likelihood that this problem will occur in future projects.
Which approach should you recommend?
A.Create a master project plan before the other plans are created.
B.Create a master project schedule before the plans are created.
C.Create the development plan before the test, deployment, and training plans are created.
D.Create a functional specification before the plans are created.
E.Create a proof of concept before the plans are created.

Answer: D

QUESTION 66:

You are responsible for the Program Management role on a project that is currently in the Planning Phase. You learn that the employee who is responsible for the Release Management role cannot contribute to the Planning Phase. In the time available, you cannot find a replacement during the Planning Phase.
You need to identify the risks that are most likely to occur because the Release Management role cannot create deliverables during the Planning Phase.
Which two risks should you identify? (Choose two.)
A.Feedback from the helpdesk might be insufficient to define user requirements.
B.The change control process might not be put into operation.
C.The design of the system might not support the operational requirements.
D.The criteria for selecting pilot users might not be defined.
E.The versioned release strategy might beinclomplete.

Answer: C, D

QUESTION 67:

You are responsible for the Release Management role on a project. The project is currently in the Deploying Phase.
You are deploying a corporate application to several regional offices in cities across the country. Your team is deploying the application in each office consecutively. To minimize deployment costs, the travel schedule is aggressive, and the time spent at each office site is limited. The site deployments are well received but the customer and the users.
All users rely on an underlying Microsoft SQL Server database schema. The schema is still changing and is not fully stabilized. To implement and stabilize the problems that are caused by the schema changes, a technician is sent back to already deployed sites many times.
What is the most likely cause if this problem?
A.The Core Technology Deployed Milestone was not completed before the site deployment began.
B.The Site Installation Complete Milestone was not achieved during the site installation.
C.The Site Training Complete Milestone was not achieved during the site deployment.
D.The Site Deployment Complete Milestone was not achieved during the sitedeployement.

Answer: A

QUESTION 68:

You are a consultant on a project for a company. Jim is the owner of the company. The company is expanding rapidly.
The goal of the project is to build an intranet for the company. Project team members and their responsibilities are listed in the following table.

Team members	Responsibilities
Jim	Sponsors project; describes solution, vision, and requirements
Bill	Provides server, tests solution, and loads solution on production server; manages post-production operations
Tom	Develops solution
Mary	Tracks budget, manages schedule, and coordinates communications

Project goals are listed in the answer area.
Which team member is responsible for each project goal?
To answer, drag the appropriate team member or members to the correct project goal or goals in the answer area.

Answer:

QUESTION 69:

You are responsible for the Program Management role on a project. The project goal is to develop a public Web site for a government agency.
Because of staffing constraints, the User Experience role was not involved during the Envisioning, Planning, and Developing Phase. The person in the User Experience role is joining the project in the Stabilizing Phase.
You need to identify the risks that are most likely to cause a delay in the ship date.
Which three risks should you identify? (Choose three.)
A.Several pilots might be required.

B. The Web site might not meet the disability act requirements, which are required to receive government approvals.
C.Training manuals and user documentation might not be available, and deployment cannot begin until these documents are finalized.
D.The Web site might be difficult to navigate.
E.Rollout checklists might not account for the prerequisite to deploy necessary operating system upgrades and security patches.
F.An adequate number of use cases might not be developed.

Answer: B, C, D

QUESTION 70:

You are in the Program Management role on a project. The rest of the project team consists of the following members:
1.Sally is in the Product Management role and the User Experience role.
2.Tom is in the Development role.
You need to identify risks that are most likely to occur as a result of the team composition.
Which two risks should you identify? (Choose two.)
A.The solution might contain bugs when it is released.
B.The customer might not be kept informed of current project status.
C.The solution might not address user requirements.
D.The deployment might not work well in thecustomersanvironment.

Answer: A, D

Explanation:
A: There is no tester group.
D: There is no Release Management group.

QUESTION 71:

You are responsible for the combined Management and Product Management roles on a five-person project team.
One person is in the combined User Experience and Release Management role. Two people are in the Development role, and on personisresponsible for the Test role. The project team is shown in the exhibit.

The customer states that the solution does not meet his expectations because he perceives the overall

solution quality to be low. The team works well together and communicates effectively, and the project is proceeding on time and budget. In addition, all the features that the customer requested are included.
You need to improve the quality of the solution.
What should you do?
A.Reassign the Product Management role to the team that is performing the Development role.
B.Reassign the Product Management role to the person who is performing the Test role.
C.Reassign the Program Management role to the team that is performing the Development role.
D.Reassign the Program Management role to the person who is performing the Test role.
E.Reassign the Program Management role to the person who is performing the combined User Experience and Release Management role.

Answer: B

QUESTION 72:

You are responsible for the Program Management role on a project. The project is currently in the Stabilizing Phase.
The following conditions describe the current state of the project:
1.The users tested the solution in a lab.
2.Pre-production testing is completed.
3.There are no active bugs.
4.The documentation and all other elements of the solution are complete.
You need to proceed with the project.
What should you do next?
A.Prepare for full deployment.
B.Prepare for an internal release.
C.Begin a pilot.
D.Conduct more rigorous testing in the lab.

Answer: C

QUESTION 73:

You are responsible for the Program Management role on a project. The project is currently in the Stabilizing Phase.
The project trade-offs are shown in the following table.

	Fixed	Chosen	Adjustable
Resources	X		
Schedule		X	
Features			X

The project team has developed a Web application that must interact with a legacy inventory pricing system. The legacy system has run without trouble for many years. Real-time communication with the legacy system is a mandatory feature of the application. The application will not operate without this feature.
In the Planning Phase, you identified the following risk:
Condition: The legacy system vendor might go out of business.

Consequence: There will not be support for the legacy software.
No action was taken to mitigate the risk, and you have no contingency plan. In the middle of the Stabilizing Phase, the vendor goes out of business.
You need to decide how to proceed with the project as a result of the riskoccurance.
What should you do?
A.Continue with the current project, and stabilize and deploy the solution.
B.Drop the real-time pricing and inventory feature.
C.Put the current project on hold. Start a new project to replace the current pricing, inventory, andordersystem.
D.Revise the project trade-offs to fix features and adjust resources.

Answer: A

QUESTION 74:

You are responsible for the Program Management role on a project. The project is currently in the Stabilizing Phase. The project includes a complex new application that will be used by many users.
The developers stabilize the product, and no new bugs are found in the test lab. All deliverables and components are complete, except for user documentation and user training materials. These deliverables will be ready in three weeks.
You need to begin a pilot.
What should you do next?
A.Baseline the criteria for selecting pilot users.
B.Complete the user documentation and training materials.
C.Finalize the solution design document.
D.Complete the transition to operations.

Answer: B

QUESTION 75:

You are responsible for the Program Management role on a project. The project is currently in the Planning Phase.
The project tea, presents a functional specification to the company's IT management team for approval.
The IT management team rejects the functional specification. They state that the proposed functionality of the solution does not conform to the scope that was approved for the project. The project team plans to revise the functional specification immediately.
You need to ensure that the functionality in the revised functional specification conforms to the project scope.
What should you do?
A.Create a document that matches each of the scope items to solution components.
B.Implement a change control process for the project scope.
C.Implement a configuration management process for all components of the solution.
D.Modify the project plan so that functionality is delivered in versioned releases.
E.Baseline the functional specification document.

Answer: A

QUESTION 76:

You are responsible for the Program Management role on a project. The project is currently in the Envisioning Phase. The goal of the project is to create a Web site for a power company.
The business rationale for the project is summarized in theOpportunityStatement shown in the exhibit.

Opportunity Statement

Customer invoices are based on a quarterly reading of their power meters. In rural areas, this process involves a significant cost, because a meter-reader can visit only a small number of houses each day. An online service will allow customers to enter the reading from their own meters, which will reduce the company's costs of employing meter-readers

The company can also save the costs of handling checks and cash payments if customers can pay their bills electronically.

Finally, there is an opportunity for customers to purchase electrical goods online. Because we sell these goods at low prices, we will not make a profit, but it reinforces our company image of providing good service.

Annual benefits:

Submission of meter readings	$750,000
Bill payment	$100,000
Sale of electrical goods	$0

Three project risks and their proposed mitigation plans are shown in the following table.
The project involves five work packages that must be completed sequentially. Each work package will take one month to complete. There are no dependencies, so the work packages can be done in anyorder.
You decide to implement the project as two versioned releases.
You need to decide which work packages to include in the first versioned release.
Which three work packages should you include? (Each correct answer presents a part of the solution. Choose three.)
A.Build a module to pay bills electronically.
B.Build a module to submit meter readings.
C.Build a module to sell electrical goods.
D.Optimize the architecture to work over low-speed connections.
E.Redesign the database synchronization.

Answer: B, D, E

QUESTION 77:

You are responsible for the Program Management role on a project. The project sponsor want to know which criteria are used to indicate the successful completion of each phase of the project.
Which success criterion or criteria should you identify?
To answer drag the appropriate success criterion or criteria to the project phase or phases in the answer area.

Answer:

QUESTION 78:

You are responsible for the Program Management role on a project.
The sponsor of the project asks you to provide a short description of each of the Microsoft Solutions Framework (MSF) teem roles.
Which description should you provide?
To answer, drag the appropriate description or descriptions to the correct team role or roles in the answer area.

Answer:

QUESTION 79:

You are responsible for the Program Management role on a project for Certkiller .com. The goal of the project is to implement a new portal solution. You were appointed to the role a month after work began. At the beginning of the project, the intranet administrator briefed the developer on the high-level objectives. Because the company is under pressure to implement the portal solution as quickly as possible, the developer immediately started developing a solution.
You need to identify the risk factor that is most likely to cause the project to fail to meet the company's business requirements.

Which risk factor should you identify?
A.No time was allocated to a proof of concept.
B.There is a communications failure between the intranet administrator and the developer.
C.The project scope was not documented and agreed on.
D.The master project plan was not documented and agreed on.
E.The project did not have a dedicated program manager until now.

Answer: D

QUESTION 80:

You are responsible for the Program Management role on a project. The project is currently in the Developing Phase.
You use the minimum number of employees required to deliver the project scope. Because the solution has technical problems, there is a risk that the budget will be depleted before the project is delivered. If the risk occurs, the project will be cancelled. All resources used by the project will be allocated to the project budget.
You need to ensure that the project can be completed.
What should you do?
A.Reduce the number of developers.
B.Increase the number of developers.
C.Negotiate an increase of the budget.
D.Negotiate a reduction of the scope.

Answer:

QUESTION 81:

You are responsible for the Test role on a project. The project is currently in the Developing Phase. Bugs are found in the application. The Development team should have found the bugs.
During code reviews you discover the following information:
1.The same business rules and logic were written many times, but in a slightly different way by each developer.
2. If the code is transferred from one developer to another, the code is not well understood, and mistakes occur as a result.
You need to assess the risks to the application's design goals.
Which two design goals will you discover affect? (Choose two.)
A.Maintainability
B.Availability
C.Manageability
D.Reusability
E.Scalability
F.Security

Answer: A, D

QUESTION 82:

You are responsible for the Program Management role on a project. You are reviewing risks for the Developing Phase. You identify a risk that adequate steps will not be taken to validate that the solution meets quality and functionality requirements. You notice that the only scheduled milestone for this phase is the Scope Complete Milestone.
You need to ensure that the quality and functionality of the solution are reviewed by all project stakeholders during the Developing Phase.
What should you do?
A.Schedule a Proof of Concept Complete Interim Milestone during the Developing Phase.
B.Schedule a series of Internal Releases Complete Milestones during the Developing Phase.
C.Schedule a User Acceptance Testing Complete Milestone during the Developing Phase.
D.Schedule a daily build throughout the Developing Phase.
E.Schedule weekly code reviews throughout the Developing Phase.

Answer: B

QUESTION 83:

You are responsible for the Program Management role on a project. Solution deliverables include training materials and marketing materials.
You need to identify in your high-level project plan the correct phase for creating these deliverables.
Which phase should you identify?
A.Envisioning
B.Planning
C.Developing
D.Stabilizing
E.Deploying

Answer: C

QUESTION 84:

You are responsible for the build process on a project. You are developing a Microsoft ASP.NET application that accesses information in a Microsoft SQL Server database.
The application is currently built manually every two weeks. The build process is tedious and lengthy. It results in frequent breaks and redeployments.
You need to achieve the best possible software quality.
What should you do?
A.Add more developers and testers to the current manual build process.
B.Abandon the current manual build process. Focus on development and testing to improve software quality. Build the product once, just before release.
C.Automate the build process, and build the product only at interim milestones.
D.Automate the build process, and build the product once a day.

Answer: D

QUESTION 85:

You are responsible for the Program Management role on a project. The project is currently in the Envisioning Phase. Because of large number of participants in the project, you choose to divide the project team into smaller function teams that are based on the Microsoft Solutions Framework (MSF) role cluster.
The company's project office wants to know who will perform the project management activities for the various teams. The project management activities include estimating, tracking, and managing resources and schedules.
You need to report the project management information to the project office.
What should you report?
A.The program manager of the core team will perform the project management activities for all teams.
B.The team leader of each team will perform the project management activities for that team for the duration of the project.
C.A dedicated project manager in the core team will perform the project management activities for all teams.
D.Responsibility for the project management activities in different phases of the project will be rotated among the team leaders.

Answer: B

QUESTION 86:

You are responsible for the Program Management role on a project for Certkiller .com. The goal of the project is to replace the existingsalesorderentry application and the existing customer service application.
The existing applications have the following problems:
Sales managers cannot get the reports that they need to manage business.
Users report that theorderentry process is slow and difficult to use.
Customer service employees cannot easily locate customerorderinformation.
Help desk employees receive many support requests about these applications.
The solution architecture is not scalable.
One employee is currently in the Product Management role on the project team. You decide to add three additional employees to create a team that is responsible for the Product Management role.
You need to select employees who are most likely to improve the success of the project.
Which three employees should you choose? (Choose three.)
A.Sales manager.
B.Solution architect.
C.Customer service manager.
D.Developer.
E.Project manager.
F.Help desk supervisor.

Answer: A, D, H

QUESTION 87:

You are a manager in the IT department of Certkiller .com. The manager of the human resources (HR) department asks you to develop a software application by using Microsoft Visual Basic .NET.
The employees who are available to work on the project have the following skills:
1.Eric has managed and deployed complex projects.
2.Marc is a software developer who uses Visual Basic .NET.
3.Paul is an HR manager who understands the business problems that the project is intended to solve.
You need to describe the team's readiness.
Which statement or statements should you use in your description? (Choose all that apply.)
A.Eric is an appropriate choice for the Program Management role and for the Release Management role.
B.Marc is an appropriate choice for the Development role.
C.Paul is an appropriate choice for the Product Management role.
D.Marc is an appropriate choice for the Release Management role.

Answer: A, B, D

QUESTION 88:

You are a member of a software development project team. Your team is seeking approval from the project sponsors for the initial vision/scope documents.
The sponsors review the documents and inform you that the proposed solution does not address their most important business problems. The sponsor also states that you did not create a plan to manage the risk that might prevent you from being successful.
You need to identify the role or roles that are primarily responsible for the missing elements and deliverables.
Which role or roles should you identify? (Choose all that apply.)
A.Product Management
B.Program Management
C.Development
D.Test
E.Release management
F.User Experience

Answer: A, B

QUESTION 89:

You are responsible for the Program Management role on a project that is currently in the early Planning Phase.
The person who is responsible for the Product Management role is on vacation and cannot be reached.
After reviewing the conceptual design, you believe that the planning effort is moving away from the product's defined vision. You meet with the team leads to appropriately adjust the Planning Phase.
You need to reach an immediate agreement that has input from all team roles.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A.Refer to the functional specifications to provide the documented input for making decisions.
B.Refer to the vision/scope document to provide the documented input for making decisions.
C.Assign yourself responsibility for the Product Management role.

D.Ask the customer to be involved in the Product Management role.

Answer: B, D

QUESTION 90:

You are responsible for the Program Management role on a large and complex project for Certkiller .com.
You are a member of the project's lead team. The lead team is located at the company's main office.
Several feature teams are located in branch offices in different locations.
Solution architecture and the development of functional specifications are proceeding well. However, there are problems in managing time, costs, and communications. Other project management functions are suffering as a result.
You need to improve the project management functions.
Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)
A.Scale feature teams by implementing function teams at the branch offices.
B.Distribute the project management function among all team leaders.
C.Delegate the project management function to only the Product Management role on feature teams.
D.Create specialized project management and solutions architecture roles in the Program Management lead team.
E.Delegate lead team project management functions to the Product Management role.

Answer: B, D

QUESTION 91:

You are responsible for the Program Management role on a project.
Stephen is a specialist in the User Experience role. He is scheduled to leave the project at week 10. His final task is to complete a one-week usability test. This task depends on deliverables from other team members.
The project team identified the following risk:
1.If the project schedule slips by two weeks or more, Stephen will not be available to complete the usability test.
A contingency plan was proposed to hire a replacement if necessary. You are advised of the following information:
1.It will take two weeks to find a qualified replacement.
2.The replacement must provide two weeks' notice to leave his or her existing project.
3.The replacement must work for one week alongside Stephen.
You need to identify a trigger for the contingency. You need to ensure that the contingency trigger occurs as late as possible.
Which trigger should you identify?
A.threeweeks before Stephen is due to leave.
B.Five weeks before Stephen is due to leave.
C.Whenever the weekly status report shows that the project is two weeks behind schedule.
D.If the status report for week 5 shows that the project is two weeks behind schedule.

Answer: D

QUESTION 92:

You are responsible for the Program Management role on a project. The project goal is to create an Internet-based application. The application must be completed in five months.
The solution requires the use of digital certificates, which require the approval of a third-party certification authority (CA). The customer's IT security officer defined a process for approving a CA that can take as long as six months. It would take two months to implement password-based authentication as an alternative to digital certificates.
The project team identifies the following risk:
1.If approval is not obtained for a CA, digital certificates cannot be used.
You need to identify a mitigation plan for this risk.
What should you do?
A.Extend the project schedule by two months.
B.Review the situation after three months. If a CA is not approved, implement an alternative authentication method.
C.Review the situation after three months. If a CA is not approved, cancel the project.
D.Work with the customer's IT security officer to create a process that ensures the approval of a CA in three months.

Answer: D

QUESTION 93:

You are a manager in Certkiller .com'sproject office. The company has deployed a new client computer management application. The project is supposed to be completed. However, the Development team is still supporting the solution. The Development team needs to be reassigned to other projects. The IT supportstaffstates that it does not have the skills to manage the application itself.
You are assigned to review the project to discover why the Development team is still supporting the solution.
You need to identify the project team whose activities are the most likely cause of the problem.
Which team's activities should you review first?
A.Product Management
B.Program Management
C.Development
D.Test
E.User Experience
F.Release Management

Answer: F

QUESTION 94:

You are responsible for the Program Management role on a project. The project is currently in the Planning Phase. An internal team of developers perform the Development function. An external company is contracted to perform the Test function. Testing requirements are described in the functional

specification.
The external company creates the test plan. At the same time, the internal team of developers creates the development plan. Both teams submit their plans to you for review. You discover that the members of the internal team did not communicate with the creators of the test plan. The activities specified in the test plan and the development plan seem to be in conflict. You estimate that there is an increased risk that the solution will not be tested adequately.
You need to reduce the risk.
What should you do?
A.Finalize the creation of the development plan. Instruct the external company to create a test plan that is based on the development plan.
B.Instruct the internal team to create both the development plan and the test plan. Give the final development plan and test plan to the external company.
C.Instruct the two teams to communicate about their plans, and then create revised versions of the development plan and the test plan.
D.Create a master project plan. Instruct the internal team to create the development plan. Instruct the external company to create a test plan that is based on the master project plan.

Answer: C

QUESTION 95:

You are responsible for the Program Management role on a project. The project goal is to create a Web site that allows customers toordernew cars. The project is currently halfway through the Planning Phase.
You are reviewing the team members' activities for the rest of this phase.
You notice that the following deliverables are nearing completion:
1.Functional specification, which is based on complete design documents
2.Master project plan, which is based on a complete set of team plans
3.Master project schedule, which is based on a complete set of team schedules
You need to reach the Project Plans Approved Milestone.
Which two deliverables should you choose to reach this milestone? (Each correct answer presents part of the solution. Choose two.)
A.completed usability tests
B.a updated risk list
C.completed implementation of the development and test environments
D.completed proof of concept

Answer: C, D

QUESTION 96:

You are responsible for the Program Management role on a project. The project is currently in the Planning Phase. The project goal is to develop a Web application. Scalability was rated as the most important architecture design goal.
You need to identify the scalability design goal at the logical level.
Which design goal should you identify?
A.Use Microsoft Windows NT Load Balancing Services (WLBS).

B.Ensure that the application can support 5,000 users.
C.Use a load-balancing solution.
D.Implement the load-balancing solution by using in-house team.

Answer: C

QUESTION 97:

You are responsible for Development role on a project. Your customer runs a global consulting company and needs to record all the consultants' work time so that it can be invoiced to the correct consulting job. The customer has selected a software package to provide the solution.
The Project risk document is shown in the following table.

Condition	Consequence	Exposure (0-10)	Mitigation/Contingency Plan
If we have to reenter details into the invoicing system	Errors might occur on customer invoices.	7.5	Develop a link to export details electronically to the invoicing system.
If consultants have to use the existing user interface.	They will have to duplicate time entries already in their online	3.5	Develop a link to import time records from online calendars.

The following development activities will be performed to create the first internal release:
1.Develop a link to import time records from online calendars.
2.Develop a link to export details electronically to the invoicing system.
3.Develop a reporting module.
4.Create a database.
5.Develop an XML schema.
The project has the following constraints:
1.Until the database is created, work cannot start on the other activities.
2.The XML schema must be developed before the import or export links can be developed.
In which sequence should the development activities be performed?
To answer, move the appropriate activities from the list to the answer area. Use only activities that apply.

Activities	Activities, place here
Develop a link to import time records from online calanders.	*Place first activity here*
Develop a link to export details electronically to the invoicing system.	*Place second activity here*
Develop a reporting module.	*Place third activity here*
Create a database.	*Place fourth activity here*
Develop an XML schema	*Place fifth activity here*

Answer:

QUESTION 98:

You are responsible for the Program Management role on a project. The goal is to implement a new e-mail solution.
The logical design is currently in development. The Development team notifies you that its team members do not understand all the different ways in which users will access their e-mail messages. The team members need more information before they can proceed.
You need to ensure that the team can finish the logical design.
What should you instruct the team to do?
A.Modify the scope document to more clearly state requirements.
B.Define usage scenarios.
C.Develop the physical design.
D.Perform a series of usability tests.
E.Define and document user profiles.

Answer: B