



70-301

**MCSE 2003 Managing, Organizing, and Delivering IT Projects by
Using Microsoft Solutions Framework 3.0**

Q&A

DEMO Version

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Technical and Support Team
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Question No: 1 You 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 a 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 either area will 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 release 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 No: 2 You 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 to market later.

Answer: A, D

Question No: 3 You 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 No: 4 You are responsible for the Program Management role on a project for your company. 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. The intranet administrator informs you that he suspects that the solution will not meet the company's business requirements. You need to ensure that the project meets the company'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 No: 5 You 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 the company. 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 communications 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 No: 6 You are responsible for the Program Management role in your companys project office. You are asked to review a project that was canceled 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 table. 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?

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

- 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

Question No: 7 You are in the Development role on a project for your company. 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 includes the following comments: The proposed 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 No: 8 You are responsible for the Program Management role on a project. The project is currently in the Planning Phase. The functional specification was baselined. 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 communications 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: D

Question No: 9 You 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 environments are combined so that both groups have access to the hardware in an environment separate from the production network. The project team reaches 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 teams environment for testing.
- E. Ask the customer for more resources so that a second environment can be created.

Answer: E

Question No: 10 You are a manager in the IT department of your company. You are responsible for staffing a project team. You are not a member of the project team. The company is developing a Web application for the human resources (HR) department. The application will be developed by using Microsoft Visual Basic .NET and ASP.NET. The following employees are available to work on this project: Michael understands the business goals of the project. Anne is a software developer who has worked with Visual Basic .NET and ASP.NET. 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