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Case Study # 1, Fourth Coffee

BACKGROUND

Corporate Information

Fourth Coffee develops and produces coffee makers, coffee pots, coffee mills, and accessories.

Physical Locations

The company has its main office in New York and a branch office in each of five other cities.

EXISTING ENVIRONMENT

Existing Project Environment

All of the company's projects are centrally coordinated by the project management office (PMO).

All projects are stored by using Microsoft Office Project Server 2007. Project Server is installed with the default security settings.

Existing Resource Environment

Departments include resources with multiple skills.

Resource managers are concerned that project managers directly assign tasks to their resources. The resource managers want to be the only ones with the ability to assign tasks to specific individuals. They want project managers to tell them what skills are required for a specific task.

Project managers are not permitted to include named individual resources in a project plan until the project is funded.

Planned Changes

Management wants to reduce the cost of external resources.

To expand market share, the company has three current projects to develop the following products:

- A coffee maker
- A coffee mill for residential use
- A coffee mill for commercial use

All three projects include the same phases: Research, Development, and Test.

Management wants to combine these projects into a program.

Problem Statements

Chris Ashton is the program manager and is responsible for tracking schedule and cost variances across all projects. She has recently created a project but is not sure whether she has saved a baseline.

There are three tasks in the coffee maker project: Task A, Task B, and Task C. Each task is five days in duration and assigned to the same external team member. After leveling, all three tasks are scheduled to have a total duration of 15 days. Task A is already in process. The project manager realizes that there is an internal resource named Mary Baker on the project team who has similar qualifications. Mary costs \$40 per hour less than the external team member and would be available after the first task is completed. She cannot work overtime. Calculations show that \$3,200 would be saved on labor costs by assigning Mary to the second and third tasks.

Mary Baker is assigned, baselines are saved, and the project is published. Mary updates her current work on Task B in the My Tasks view, but she makes an error and accidentally changes the start date to five days earlier than the date planned by the project manager. An update is sent to the project manager for approval.

BUSINESS REQUIREMENTS

General Project Management Requirements

Fourth Coffee has a defined product development lifecycle model. The end of each phase of the development lifecycle (Research, Development, and Test) is marked by a milestone. The phases and their accompanying milestones change periodically. There is a risk that when these milestones change, project managers will not notice it. Management wants to avoid this issue.

Paul Singh, the program manager for a new product development effort, wants to make all program milestones available to the rest of his organization so that project managers can incorporate the milestone into their respective projects.

The PMO has created a custom Data Analysis view named work that displays actual work by projects and resources. They would like it to include original cost estimates.

Reporting Requirements

Some active projects are not included in the Data Analysis view. This is preventing accurate reports from being created for the monthly steering committee meeting.

The PMO director, Pannarat Pattanapitakkul, recently noticed that changes from several projects were not included in the daily data analysis report. He wants to know how much nonproject time is devoted to training and make sure that training time is not charged to a project. The resource managers also want to see the training duration in a Data Analysis view.

Case Study # 1, Fourth Coffee (Questions)

Question: 1

You are the project manager of the coffee maker project. You need to reverse the error made by the internal resource. What should you do first?

- A. In Project Web Access, use Task Updates. Select Task B, start the preview of the project, and then reject the task.
- B. In Project Web Access, use Task Updates. Select all tasks other than Task B and accept all updates.
- C. In Microsoft Office Project Professional 2007, change the Baseline Start for Task B.
- D. In Microsoft Office Project Professional 2007, delete the Actual Work for Task B.

Answer: D

Question: 2

You are the project manager for the coffee maker project. You need to establish the workload for each department. The project is not yet funded. What should you do?

- A. Use only budget cost resources.
- B. Use only named work resources.
- C. Use only generic cost resources.
- D. Use only generic work resources.

Answer: D Question: 3

You need to assist Chris Ashton in resolving her issue. What should you do?

- A. Synchronize the project with actuals.
- B. Confirm a status date exists for the project.
- C. Add the Actual Work column to the Gantt chart.
- D. Add the Baseline Work column to the Gantt chart.

Answer: D

Question: 4

You need to meet the requirements of the resource managers. What should you do?

- A. Create a team resource, assign all members of the department to the team, and set the assignment owner to the resource manager.
- B. Create a team resource, assign all members of the department to the team, and set the timesheet manager to the resource manager.
- C. Create a generic resource of the Material type for each qualification, and select the related qualifications from the resource enterprise field that contains the skills. Update the skills for resources that have the same qualifications.
- D. Create a generic resource of the Work type for each qualification, and select the related qualifications from the resource enterprise field that contains the skills. Update the skills for resources that have the same qualifications.

Answer: D

Question: 5

You are the program manager. You need to analyze and track the changes in the program. What should you do?

- A. Open one of the independent projects, and link to the other projects using deliverables. Save and publish the project to the project server. Use the Task Sheet view to analyze and track the changes.
- B. Insert the three independent projects into a new program. Save and publish the master project to the project server. Use the Tracking Gantt view to analyze and track the changes.
- C. Copy all tasks of the three independent projects into a new project. Save and publish the project to the project server. Use the Tracking Gantt view to analyze and track the changes.
- D. Copy all tasks of the three independent projects into a new project. Save and publish the project to the project server. Use the Task Sheet view to analyze and track the changes.

Answer: B Case Study # 2, Northwind Traders

BACKGROUND

Corporate Information

Northwind Traders sells fishing supplies. The company has a chain of retail outlets and a Web site from which it sells directly to the public.

Physical Locations

Northwind Traders has retail outlets throughout North America;

Planned Changes

A critical program named Northwind2U exists to manage all the Web site software development and maintenance projects;

The Testing team has requested that testing-related tasks should not be assigned to named resources; The testers want to be able to choose their tasks from a task queue.

The IT release manager has accepted a part-time administrative role. He is currently assigned to tasks on multiple projects, but effective immediately will be able to work only half time on project tasks.

Problem Statements

The Northwind2U program outsources all software development tasks to a vendor located in India. The holidays observed by the vendor are different from the holidays observed by No Northwind Traders. This creates scheduling conflicts because Northwind Traders resources and vendor resources may work on the same projects.

All resources must complete weekly timesheets. The project management office (PMO) manager has found that the information reported in these timesheets is inconsistent: some information is reported daily, some is reported weekly, and some is reported as status against assigned tasks. She wants all work reported daily by task, in a consistent way. Project managers should not be able to change this option.

After the PMO manager creates an enterprise custom field, the new field does not appear in the field list. Therefore it cannot be

added to a Data Analysis view.

Each week project managers must submit all their updates related to the progress being made on their projects. After processing his latest updates, Matt Hink has complained that the information he accepted and updated in his project plan is not appearing in a Data Analysis view. After further investigation it was recognized that the information displayed in Project Center was different than that displayed in the Data Analysis views for many projects.

EXISTING ENVIRONMENT

Existing Project Environment

The company uses Microsoft Office Project Server 2007 to store projects. When a project is saved onto the server, a member of the PMO must review the project and create a baseline. The default baseline record is used to record the baseline of the project, and project managers are not allowed to reset this baseline without permission. Project managers are allowed to store only one copy of each project on the server.

The Standard calendar includes all standard resource holidays.

Existing Resource Environment

The human resource department needs a Web-based month-by-month report that includes the total hours worked by each resource.

BUSINESS REQUIREMENTS

General Project Management Requirements

Lisa Miller, the manager of a critical project, must report any delays within the project of more than five days to the project management office (PMO).

Reporting Requirements

It is difficult for Lisa Miller to ascertain which delays need to be reported to the PMO. She needs a graphical indicator to direct her to the specific tasks.

The Northwind2U program manager has replaced a resource and needs to report on the impact of this specific change. The report must show the week-by-week change in planned costs for the entire program.

The Northwind2U program director wants to create a new project view in Microsoft Office Project Web Access that shows all project milestones. This view must be based on the current project tracking view.

Case Study # 2, Northwind Traders (Questions)

Question: 1

You need to implement the Testing teams task-assignment requirement. What should you do?

- A. Create a generic resource. Assign all tasks to the generic resource.
- B. In Microsoft Office Project Professional 2007, set the booking type of each resource to Proposed.
- C. Create a Team Resource. Assign all tasks to the Team Resource. Assign all the Testing team members to the same Team Resource.
- D. Assign generic resources to the project. Instruct the Testing team leader to assign specific resources to tasks by using the matching function in Project Web Access.

Answer: C

Question: 2

You need to resolve the scheduling conflict associated with the Northwind2U program. What should you do?

- A. Create an enterprise calendar for all the outsourced projects that accounts for the development vendors local holidays.
- B. Create an enterprise calendar for the development vendor that accounts for the development vendors local holidays.
- C. Create an administrative time record, and have the development vendor record local holidays in it.
- D. Add the development vendors local holidays to the Enterprise Standard calendar.

Answer: B

Question: 3

You need to resolve Matt Hinks issue of data discrepancy in Microsoft Office Project Web Access views. What should you do?

- A. Publish all projects.
- B. Rebuild the OLAP cube.
- C. Cancel all jobs in the queue.
- D. Check in all enterprise projects.

Answer: B

Question: 4

You need to resolve the PMO managers issue with timesheet information. On the Server Settings page, what should you do first?

- A. Set up timesheet periods.
- B. Set the default tracking method.
- C. Set the default reporting units to days.
- D. Set the timesheet grid column units to days.

Answer: B

Question: 5

You need to develop the report for the human resources department. What should you do?

- A. Create a Project Center view to display total hours worked.
- B. Create a project detail view to display an assignment summary.
- C. Create a Data Analysis view to display hours worked, by resource.
- D. Create a Resource Usage view to display hours worked, by resource.

Answer: C

Question: 6

You need to resolve the problem the PMO manager encountered when creating a Data Analysis view. What should you do?

- A. Republish all project plans.
- B. Check the queue and process all outstanding jobs.
- C. Add the new view to the PMO manager's security profile.
- D. Add the new custom field to the cube as a new cube dimension, using the cube configuration.

Answer: D

Question: 7

You need to meet Lisa Millers reporting requirements. What should you do?

- A. In Microsoft Office Project Professional 2007, create a custom date field for projects.
- B. In Microsoft Office Project Professional 2007, create a custom date field for assignments.
- C. In Microsoft Office Project Web Access, create a calculated enterprise task custom field.
- D. In Microsoft Office Project Web Access, create a calculated enterprise project custom field.

Answer: C

Question: 8

You need to update the Northwind2U program to reflect the change of resource, and then deliver the requested report. What should you do before you begin the update?

- A. Overwrite the default baseline for reporting purposes.
- B. Set a baseline that has not previously been used for reporting purposes.
- C. Create a copy of the project on the server for comparison to the updated project.
- D. Save a copy of the project as a Microsoft Office Project Professional 2007 project file.

Answer: B Case Study # 3, Alpine Ski House

BACKGROUND

Corporate Information

Alpine Ski House produces ski products and accessories, which are distributed to retailers around the world. The company has been in business for over 25 years.

Physical Locations

The company has locations in Canada, the United States, and China.

Planned Changes

Alpine Ski House has been undergoing a process-improvement initiative over the past 12 months to improve profitability and reduce costs related to new product development

The company requires a new approach to project planning-one that will provide better time estimates and ensure earlier responses to delays.

EXISTING ENVIRONMENT

Existing Project Environment

Alpine recently began using Microsoft Office Project Server 2007 to manage its projects.

Each project is comprised of Research and Development (R&D), Design, and Manufacturing phases. One project manager is responsible for the project, and one set of resource managers is responsible for each phase.

In the project workspaces, currently all the risks, issues, and deliverables for all phases are mixed together. Management need risks, issues, and deliverables of each phase to be clearly identified and distinct from each other.

In the Data Analysis view, projects are currently not broken out by phases. Members of the senior management team have requested the ability to review reports based on phase classification and data.

The default tracking method for time is set on the server to % Complete. Project managers must use this tracking method for all projects.

Within the project plan, tasks can have multiple resources that operate on different schedules and require different amounts of effort. For an upcoming feasibility study of two weeks' duration, one resource will work 75 percent of his time on the task. A second resource will work only 10 percent of her time on the task.

Existing Resource Environment

Generic resources are used during the project planning stage. The generic resources are replaced with actual employees when a

new phase of the project is started.

Before each project phase, the project manager requests resource assignments. The resource managers review the available resources and propose assignments to the project manager. If the project manager approves the suggested assignments, the resources are assigned to the project.

New employees need to be integrated into projects with minimal setup time and disruption. All employees belong to a team and to its corresponding site group:

Research team members belong to the Alpine Researchers team and site group.

Production team members belong to the Alpine Production team and site group.

Design team members belong to the Alpine Designers team and site group.

All employees need to be able to assign tasks to themselves. The company has just hired Amy Rusko as a new designer. Her manager expects her to begin working on a project next week.

Problem Statements

Patrick Hines is a resource on the Research team and is currently overallocated for an upcoming project. His manager needs to identify a replacement for Patrick with the appropriate skills for that project.

BUSINESS REQUIREMENTS

General Project Managements Requirements

Katie Jordan manages an important set of high profile projects and needs to be able to report progress across all her projects. To do this, she wants a view that will display only her current and future projects and the associated summary information. To accommodate this, a project status field has been created to identify whether projects are completed, active or proposed. She wants her manager to be able to view this report.

A contingency plan is necessary to address the possibility of a project phase exceeding its estimated time. When a risk is identified, an owner must be identified and assigned with creating a contingency plan. The system should automatically create a field for the risk owner to document the contingency plan. The contingency plan should be associated with the risk description and task, and be easily visible to the management team.

Reporting Requirements

Project management office staff members need to be able to review previous projects to estimate the time required for specific phases and tasks. They need to know if tasks start to deviate from their original estimates, because tasks that are behind schedule place the project schedule at risk.

Three members of the Alpine Pioneer research team have heavy workloads. Therefore, their manager must frequently review their schedules and availability to avoid scheduling conflicts or excessive allocations.

The management team wants to be able to identify the actual status of all projects at any time. The status includes the work completed to date and the amount of work remaining.

Case Study # 3, Alpine Ski House (Questions)

Question: 1

You need to meet Katie Jordans requirements for progress reporting. What should you do?

- A. Sort a Project Center view by Owner.
- B. Sort a Project Center view by Project Status.
- C. Filter a Project Center view by Owner and Project Status.
- D. Group a Project Center view by Owner and Project Status.

Answer: C

Question: 2

You need to submit reports that support the management teams requirements for phase classification. What should you do?

- A. Create a required site column named Phase.
- B. Create an enterprise task field named Phase.
- C. Change the Data Analysis view settings to filter by Status.
- D. Change the Project Center view settings to filter by Status.

Answer: B

Question: 3

You need to be able to identify tasks that place the project schedule at risk according to the PMO standards. What should you do?

- A. Add a Finish Date column to the Project Center Tracking view.
- B. Add a Finish Date column to the Project Details Tasks Schedule view.
- C. Add a Finish Variance column to the Project Details Tasks Schedule view.
- D. Add a column to the Project Center Tracking view for all projects that displays Finish Variance.

Answer: C

Question: 4

You need to ensure that the managements requirement for contingency tracking on delays is in place. What should you do?

- A. Create a resource plan for the project.
- B. Create a new activity plan from the Project Center for project contingencies.
- C. Create a risk in the project workspace, and assign it to the person responsible for creating the contingency plan.
- D. Create an issue in the project workspace, and assign it to the person responsible for creating the contingency plan.

Answer: C

Question: 5

You need to meet the project workspace requirements. What should you do?

- A. Create a site column named Project Phase and add it to each major list and to the Project Documents library.
- B. Create a column named Project Phase in the Project Documents library.
- C. Create a folder named Project Phase in the Project Documents library.
- D. Create a folder for each project phase in the Project Documents library.

Answer: A

Case Study # 4, Adventure Works

BACKGROUND

Corporate Information

Adventure Works manufactures bicycle accessories.

Physical Locations

The company has locationd throughout the world, including in North America, South America, Asia, and Europe.

EXISTING ENVIRONMENT

Existing Project Environment

At Adventure Works, each project plan contains all of the following phases: Research, Planning, Development, Testing, and Release. A single resource can work on multiple projects and on multiple phases within a single project.

Project plans are created 3 months prior to the project kickoff. Ninety percent of projects are either cancelled or postponed.

Project plans are created using generic resources to identify the workload, cost, and schedule impacts of a specific project. After a project is approved, the generic resources are replaced with proposed named enterprise resources. One month prior to the start of a project phase, the resource manager committed resources to the project plan and publishes all assignments.

Existing Resource Environment

Adventure Works employs more than 10,000 employees throughout its worldwide operations. Each employee is a member of a regional office, division, team, and role.

The company has configured Microsoft Office project server 2007 with custom field that represent the various regions, divisions, teams, and roles. A generic resource exists for each role. The generic resources are used to estimate the workload demands of a specific resource type prior to a project's approval.

Adventure Works currently has three full-time bike helmet designers: Brenda Diaz, Steve Lasker, and Tai Yee. When resolving resource conflicts, the resource manager for that role must decide whether to add workers or change the project schedule. Resources may not work more than 40 hours per week. For the month of March, any new tasks for bike helmet designers should be assigned to resources in a manner that would minimize impact to their availability on existing projects and spread the work evenly over a longer period of time without increasing costs associated with the work.

The quality assurance team currently has 20 full time testers. Due to the response time required to effectively resolve issues that arise, the quality assurance team resources currently manage their own assignments. The quality assurance manager feels that it is critical that any new members of that group have the ability to self-assign tasks.

BUSINESS REQUIREMENTS

Reporting Requirements

Anna Misiec is the resource manager for quality control and testing. She wants to generate reports by using the data analysis features of Project Server. She wants to be able to filter these reports based on the assignments and tasks that are applicable to the Testing phase of all projects. Other resource managers have stated similar requirements.

Management wants to identify task delays by using graphical indicators representing the following task states:

- On schedule
- Ahead of schedule
- Behind schedule, may need intervention
- Critical, must have intervention

The implemented solution for schedule tracking should be available automatically for all projects that are saved to project server and that can be viewed within the standard tasks summary view of Microsoft office project web access.

Risk Management

Company management is concerned about the visibility and accountability of active risks. To increase the level of accountability within project teams, management requires that the accountable person be specified in the owner field. To improve visibility of risks, management wants to have project workspaces customized so that when users log on to a project workspace, they should immediately see a listing of only the risks for which they have been assigned as an owner.

Task Tracking

Currently, project tasks are tracked by team members. The team members enter a value for % Complete whenever they update tasks.

Management wants to track how much work is completed and when it is completed. They also want to calculate the actual amount of

work that remains. A single method should be used across all projects, and project managers should not be able to change the time-tracking setting for their own projects.

Cancelled and postponed projects should never be available within any of the project center views. All other projects should be grouped by status of pending, Approved, Active, or complete.

Case Study # 4, Adventure Works (Questions)

Question: 1

You need to evaluate the availability of bike helmet designers for an approved project that will begin in two months. What should you do?

- A. In the Resource Center, select Brenda Diaz, Steve Lasker, and Tai Yee. View their availability including their proposed assignments.
- B. In the Resource Center, select Brenda Diaz, Steve Lasker, and Tai Yee. View their availability based only on assigned work that has been committed to project plans.
- C. In Microsoft Office Project Professional 2007, use the Build Team interface to select the generic resource for Bike Helmet Designer. View the resources availability, including any proposed assignments.
- D. In Project Center, use the Build Team interface for the project and select the generic resource for Bike Helmet Designer. View the resources availability based only on assigned work that has been committed to project plans.

Answer: A

Question: 2

You need to create a view that will fulfill the company's requirement for identifying schedule delays in advance. What should you do?

- A. In Microsoft Office Project Web Access, add the Finish variance column to the Tasks Summary view in the Project Center.
- B. In Microsoft Office Project Web Access, create a custom project field named Schedule status that uses formulas and graphical indicators. Add this field to the Summary view in the Project Center.
- C. In Microsoft Office Project Web Access, create a custom task field named Schedule status that uses formulas and graphical indicators. Add this field to the Tasks Summary view in the Project Center.
- D. In Microsoft Office Project Professional 2007, create a custom task field named Schedule status that uses formulas and graphical indicators. Add this field to the Gantt Chart Table: Summary view in the project.

Answer: C

Question: 3

You've recently approved a project that is scheduled to begin in two months. You need to evaluate resource availability for the next six months. What should you do?

- A. Set the value in a custom project status field to Approved.
- B. Publish all assignments for the project plan to Project Server.
- C. Replace all generic resources with proposed enterprise resources.
- D. Replace all generic resources with committed enterprise resources.

Answer: C

Question: 4

Your company hires two new quality assurance employees. You need to ensure they can perform their jobs according to existing practice for others in that role. What should you do?

- A. Add each new team member to the Workspace Designer site group in Project Web Access.
- B. Edit the details of each new team member, and specify Quality Assurance as the value for the Team field.
- C. Set the Resource Breakdown Structure (RBS) value for each new team member to the same value set for the quality assurance manager.
- D. Set the Resource Breakdown Structure (RBS) value for each new team member to the same value set for the existing quality

assurance team members.

Answer: B

Question: 5

You need to meet the requirements regarding the display of project plans in Project Center. What should you do?

- A. Create an enterprise custom field for project status, and specify the fields value for each project. Add the project status field as a filter value to all Data Analysis views.
- B. Create an enterprise custom field for project visibility, and specify the fields value for each project. In the Project Center, use the Settings option to filter based on project status.
- C. Create a mandatory enterprise custom field for project status, and specify the fields value for each project. In the Project Center, use the Settings option to filter based on project status.
- D. Create a mandatory enterprise custom field for project status, and specify the fields value for each project. Modify each Project Center view to filter out cancelled or postponed projects, and group the remaining projects by status.

Answer: D Question: 6

A bike helmet design task scheduled for the month of March will take 40 hours to complete. You need to assign an existing member of the helmet design team to this task. What should you do?

- A. Propose Brenda Diaz as a resource, and use 25% units and fixed work for the assignment.
- B. Propose Brenda Diaz as a resource, and use 200% units and fixed work for the assignment.
- C. View the availability of each resource on Anna Misiecs team. Select the resource with greatest availability. Use 100% units and a fixed duration of 4 weeks.
- D. View the assignments of each resource on Anna Misiecs team. Select the resource with fewest assignments for the defined time period. Use 100% units and fixed work for task.

Answer: A Case Study # 5, The Phone Company

BACKGROUND

Corporate Information

The Phone Company develops, produces, and distributes telephones and telecommunications equipment.

Physical Locations

The company has its main office in New York and a branch office in each of five other cities.

EXISTING ENVIRONMENT

Existing Project Environment

All of the company's projects are centrally coordinated by the project management office (PMO).

All projects are stored by using Microsoft Office Project Server 2007. Project Server is installed with the default security settings.

Project leaders assign tasks directly to team members at an early phase of the project.

All past project data must be retained for compliance and reporting purposes.

Existing Resource Environment

Each branch office is run by a local project manager and a resource manager.

Planned Changes

A differentiation between internal labor cost and external labor cost in the cost budgeting process will become effective immediately. The director of finance also wants to capture budget, planned, and actual travel expenses on projects.

The director of the PMO, Holly Holt, wants the project center to be modified so that it can display a project's budget in addition to all costs: calculated, planned, and actual. Resources need to be identified by cost type across the company.

The CEO requests a monthly report that breaks down data by cost type. The CEO wants to view an example of the report today.

Security settings for the Microsoft Office Project Web Access site must be updated. Resource managers will be allowed to add team members from only their own branch office.

A new staffing model will be implemented on projects. Resources will be identified by job function and skill level during the initial stages of a project. Specific resources with the relevant qualifications will be assigned to the project in later phases.

Problem Statements

Two of the company's products (a remote handset and an answering machine) are not meeting their projected sales targets, and two others (a switchboard and a telephone) are exceeding their projected sales targets. Development of the low-selling products must be ended.

BUSINESS REQUIREMENTS

General Project Management Requirements

The CEO and the director of the PMO want data to be collected both for time that is spent working on projects and for vacation time, meetings, administrative tasks, and miscellaneous non-project activities.

Notification Requirements

The project manager, Dan Jump, discovers that not all of his resources submit accurate timesheets, and that some resources submit timesheets several days late. Therefore, Dan does not know whether his team members started working on assigned tasks as scheduled. Dan wants to receive timely and automatic notification when resources do not start tasks on the assigned date so that immediate corrective action can be taken.

Case Study # 5, The Phone Company (Questions)

Question: 1

You need to support Dan Jumps notification requirements. What should you do?

- A. Configure an alert for when team members update tasks.
- B. Configure an alert for when a team members tasks are one day overdue.
- C. Configure an alert for one day before tasks assigned to team members are due.
- D. Configure an alert for when tasks assigned to team members have been in progress for one day but have no actual work.

Answer: D

Question: 2

You need to support the travel budget requirement. What should you do first?

- A. Create a custom enterprise task field named travel expense.
- B. Create a custom enterprise project field named travel expense.
- C. Create an enterprise budget resource named travel budget and an enterprise cost resource named travel expense.
- D. Create an enterprise material resource named travel budget and an enterprise cost resource named travel expense.

Answer: C

Question: 3

You need to create the basis for logging of non-project activities identified by the CEO. In Project Web Access, what should you do?

- A. Create administrative time categories for vacations, meetings, administration, and miscellaneous.
- B. In each project, create tasks for non-project time categories such as vacations, meetings, administration, and miscellaneous.
- C. Set up your own project with logging processes for vacations, meetings, administration, and miscellaneous; and assign resources to the appropriate task, when they are not assigned elsewhere.
- D. Set up a project named Administrative Time with tasks for vacations, meetings, administration, and miscellaneous. Instruct team members to self-assign themselves to these tasks when they are not working on project tasks.

Answer: A

Question: 4

You need to create the resources in your company's resource pool so that the new staffing model will be implemented during the initial stages of a project. What should you do?

- A. Create a cost-type resource named generic.
- B. Create a work-type resource named generic.
- C. Create a work-type resource for each qualification.
- D. Create a generic work-type resource for each qualification.

Answer: D

Question: 5

You need to address the requirement to stop the development of low-selling products. What should you do?

- A. Delete the two projects by using the Delete Enterprise Objects function.
- B. Open the two projects and delete all incomplete tasks. Then save and republish changes.
- C. Open the two projects and remove the resource assignments of all tasks. Then publish changes.
- D. Open the two projects, zero out the remaining work, and publish changes.

Answer: D

Question: 6

You need to modify the Project Server data analysis configuration to fulfill the CEOs reporting requirements. What should you do?

- A. Rebuild the OLAP cube. Add the Cost Type_Resource enterprise custom field as a dimension. Add the Cost field to the view.
- B. Rebuild the OLAP cube. Add the Cost Type_Resource enterprise custom field as a dimension. Add the Resource field to the view.
- C. Add the Cost Type_Resource enterprise custom field as a dimension. Rebuild the OLAP cube. Add the Cost Type_Resource field to the view.
- D. Add the Cost Type_Resource enterprise custom field as a dimension. Rebuild the OLAP cube. Add the Cost and Resource fields to the view.

Answer: C

Question: 7

You need to meet Holly Holts reporting requirement. What should you do?

- A. Modify the Task Cost view by adding a field named Budget cost.
- B. Modify the Project Center Cost view by adding a field named Budget cost.
- C. Modify the Project Center Cost view by adding a field named Budget work.
- D. Create a new Project Center view named Cost and add the following fields: Project name, Start date, Completion date, Budget, Costs, and Cost forecast.

Answer: B Case Study # 6, Trey Research

BACKGROUND

Corporate Information

Trey Research is a Research and Development (R&D) organization that specializes in alternative energy sources. They primarily research power generation methods, including:

- Hydrodynamic power generation
- Solar power generation
- Wind power generation

Their main source of funding comes from government programs and public organizations.

Physical Locations

The company's headquarters is in Boston, Massachusetts. R&D teams are located in the United States, Canada, Mexico, Ireland, and China.

Problem Statements

All of the company's projects require specific engineering skill sets.

EXISTING ENVIRONMENT

Existing Project Environment

There are approximately 100 active research projects at any time.

Regardless of the power-generation method, all research projects consist of similar phases, milestones, and tasks. Resource assignments depend on the skills required by the research subject.

Existing Resource Environment

To allow for complete enterprise reporting, only resources that are available in the Enterprise Resource Pool may be used in projects. The use of local resources is not allowed.

Planned Changes

Trey Research is implementing a new initiative to track and analyze efficiency and improve the accuracy of project estimation. Each project manager and functional lead is expected to contribute to lessons learned. This folder will help to refine project procedure, and assist in program modifications.

Problem Statements

Before accepting a task update, Rob Young, a project manager, needs to see the impact on all other tasks in a project plan. He needs to do this from same screen from which you will apply the task updates.

Project managers need to forecast resource requirements for each project based on skill requirements.

BUSINESS REQUIREMENTS

General Project Management Requirements

Trey Research's project managers need to monitor schedule variances in a chart format similar to that displayed in the Tracking Gantt view of Microsoft Office Project Professional 2007

Task updates must be reviewed in a Web-based interface before they are applied in the project plan.

In an effort to provide an enterprise framework for the various project types, Trey Research requires project managers to use project management best practices from a centrally managed repository.

Reporting Requirements

Management wants Web-based project status reports that include estimated cost to completion. The status reports should be

updated automatically every week.

Richard Zak, a program manager, needs to generate on-demand web-based reports of tasks and milestones across projects.

Andrea Lee, a portfolio manager, needs to generate on-demand Web-based earned value charts displaying money over time.

New government funding rules require Trey Research to report on labor totals by country and time unit, and to specify whether the labor is provided by internal or external resources. This timesheet information must be entered at the project level.

For historical reporting purposes, management wants every project to remain in the system 24 months after completion. However the inactive projects should not appear in any Project Center view. After 24 months, the project should be completely removed from the system. No additional required from that point forward.

Case Study # 6, Trey Research (Questions)

Question: 1

You need to meet Andrea Lee's requirements for earned value charts. What should you do?

- A. Generate an earned value visual report.
- B. Create a Project Center view with graphical indicators.
- C. Create a Project Center view to display all earned value fields.
- D. Create a Data Analysis view to display the earned value S-curves.

Answer: D

Question: 2

You need to address the need for an enterprise framework for varying project types. What should you do?

- A. Create a project plan template for each project type, and save these to Microsoft Office Project Server 2007.
- B. Create a master project that includes one project of each type, and save it to Microsoft Office Project Server 2007.
- C. Open a project plan that includes best practices, and save this as a new project plan to Microsoft Office Project Server 2007.
- D. Create a project plan template for each project type, and save the templates to Microsoft Office Project Professional 2007 on all project managers computers.

Answer: A

Question: 3

In order to comply with the new government rules, you need to create a system that requires resources to account for all hours worked, by project. How should you have resources enter their time?

- A. Team members complete weekly timesheets.
- B. Team members update task status by entering progress daily.
- C. Project managers enter the completion percentage for each task into the project plan.
- D. Project managers enter the actual work performed each day for each task into the project plan.

Answer: A

Question: 4

You need to support the variance monitoring requirements of the project managers. What should you do first?

- A. Create a visual report.
- B. Set constraints on tasks.
- C. Save the baseline of projects.
- D. Enter issues online about the variance.

Answer: C

Question: 5

You have just completed a project. You need to meet management's requirement for historical reporting. What should you do?

- A. Delete the project from the server.
- B. Back up the project to the archive database.
- C. Save the project as a file to your hard drive and delete the project from the server.
- D. Create a custom field for status and assign a value of Complete to the project. Filter these projects from all Project Center views.

Answer: C

Question: 6

You need to meet management's requirement for estimated cost to completion reporting. What should you do?

- A. Create a Data Analysis view displaying only the Cost Variance field.
- B. Create a Project Center view displaying only the Remaining Cost field.
- C. Create a report displaying only the Cost Variance field, by using the Report Wizard.
- D. Create a report displaying only the Remaining Cost field, by using the Visual Report feature.

Answer: B

Question: 7

You need to forecast resource requirements for a task. What should you do?

- A. Assign generic local resources to the tasks.
- B. Assign generic enterprise resources to the tasks.
- C. Assign named enterprise resources to the tasks based on multiple skills.
- D. Assign named enterprise resources to the tasks based on Resource Breakdown Structure (RBS).

Answer: B Question: 8

One of Trey Research's critical tasks is delayed. You need to bring the task back on track by using new contractors. What should you do?

- A. Add the new contractors to a shared resource pool, and assign them to the task.
- B. Add the new contractors to the Enterprise Resource Pool, and assign them to the task.
- C. Add the new contractors to the Resource Sheet of the project, and assign them to the task.
- D. Enter the new contractors in the Resource Name column of the project plan, and assign them to the task.

Answer: B

Question: 9

You need to support Rob Young's preview requirements. Where should you preview the task updates?

- A. In a project view.
- B. In a timesheet view.
- C. In the approval view.
- D. In an assignment view.

Answer: C Case Study # 7, Fabrikam

BACKGROUND

Corporate Overview

Fabrikam develops and produces salad products that are distributed by food wholesalers and retailers.

Physical Locations

The company's headquarters is in Hamburg, Germany

EXISTING ENVIRONMENT

Existing Project Environment

Fabrikam's projects are centrally coordinated by the project management office (PMO), using Microsoft Office Project Server 2007 and Microsoft Office Project Professional 2007

Each project has been assigned the status of Submitted, Approved, Active, or Closed.

Existing Resource Environment

Resource assignments are made by project managers. Resource managers approve the assignments.

Planned Changes

Fabrikam is planning to produce a new product. Packaging this product requires infrastructure improvements on the packaging line. The company has to rebuild equipment and restructure the packaging environments so they can fill orders for this product. A new project has been initiated for the infrastructure improvements.

Chris Meyer, a project manager, needs to plan a corresponding IT project, but doesn't yet know who will be working on his team. For several tasks, he will assign a resource with database development skills. In a later project phase, he will replace this resource with a specific named resource with the necessary skills.

Problem Statements

Amy Strande, the PMO director, wants only the active projects in the Project Center Tracking view to be visible to all stakeholders with access rights for this view.

Amy Strande uses the Earned Value view in the Project Center. She is concerned that the BCWP and BCWS fields of a current project do not contain values. The progress bar in the Gantt Chart view shows that team members have updated their tasks.

Resources in the departments managed by John Morris must wait for project tasks to be assigned to them. To remove this process bottleneck, John needs to enable team members to assign themselves to tasks.

The packaging infrastructure project has a scheduled duration of six weeks. Delays are causing the project to exceed the estimated schedule and budget. Other projects are dependent on the packaging infrastructure project.

David Pelton, a company executive, wants to know which tasks are causing the project to be delayed so that he can understand how the other projects may be affected.

Because management has serious concerns regarding the impact of schedule delays in this project on other projects, they have requested that action be taken to shorten the schedule of delayed tasks over the next two weeks to make up time lost. They have accepted that there will be budget impacts to this move. They need to identify an appropriate approach that will minimize impact on existing projects.

BUSINESS REQUIREMENTS

General Project Management Requirements

Amy Strande needs an overview of all projects that will allow her to evaluate and manipulate cost and schedule data.

John Morris wants to see a view showing only his team’s assignments.

Reporting Requirements

The packaging infrastructure project has a scheduled duration of six weeks. Delays are causing the project to exceed the estimated schedule and budget. Other projects are dependent on the packaging infrastructure project.

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BUSINESS REQUIREMENTS

General Project Management Requirements

Amy Strande needs an overview of all projects that will allow her to evaluate and manipulate cost and schedule data.

John Morris wants to see a view showing only his team’s assignments.

Reporting Requirements

David Pelton needs a visual overview of the condition of all projects. He wants to see a graphical indicator of the CPI and the SPI in the Project Center Tracking view represented as follows:

Index Value	Indicator color
Greater than or equal to 1	Green
From. 85 to 1	Yellow
Less than 85	Red

Thorsten Scholl, a project manager, reviews his project plan every Monday to verify that all work is on schedule. He has noticed that the actual work values for his project are much higher than expected. He believes it may be due to improper updates to tasks that he made to the plan in Project Professional the previous week. He has requested assistance in resolving the issue so that his project plan accurately represents the work his team has submitted related to tasks.

Case Study # 7, Fabrikam (Questions)

Question: 1

You need to fulfill Amy Strande's requirements for the Project Center Tracking view. In Microsoft Office Project Web Access, what should you do first?

- A. Display the Status field in the Project Center Tracking view.
- B. Display the Priority field in the Project Center Tracking view.
- C. Create a custom project field. Add the field to the Project Center Tracking view and filter the view to display active projects.
- D. Create a custom project field. Add the field to the Project Center Tracking view and select all security categories so that all stakeholders can see this view.

Answer: C

Question: 2

You need to provide David Pelton with the requested information regarding project schedule. What should you do?

- A. Create a Project Center view to display the Finish Variance and Finish fields.
- B. Create a Project Center view to display the Baseline Finish and Actual Finish fields.
- C. Create a Project Details view to display the Baseline Finish field.
- D. Create a Project Details view to display the Finish Variance and Finish fields.

Answer: D

Question: 3

You need to support the data-evaluation requirements of Amy Strande. What should you do?

- A. Request a status report from all project managers.
- B. Submit an unrequested status report to all project managers.
- C. Create an OLAP cube displaying deliverables for all projects. Then create a Data Analysis view that contains all the required fields.
- D. Create an OLAP cube that uses the earliest project start date and the latest project finish date. Then create a Data Analysis view that contains all the required fields.

Answer: D

Question: 4

You need to find out why Amy Strande does not see values in the two fields in the Project Center view. What should you do?

- A. Republish the project with the current data.
- B. Set the Status date to the project start date.
- C. Set the baseline and the status date for the project.
- D. Set the Earned Value tracking method to Physical % Complete.

Answer: C

Question: 5

You need to respond to managements schedule request for the Package Infrastructure project. You have identified affected tasks and available resources. What should you do next?

- A. Assign resources to effort driven tasks.
- B. Assign resources to fixed duration tasks at 80% units.
- C. Assign resources to fixed duration tasks at 10% units.
- D. Assign resources to fixed duration tasks at 20% units.

Answer: A

Question: 6

You need to create a view that will meet David Pelton's requirement for performance reporting. In Microsoft Office Project Web Access, what should you do?

- A. Add the CPI and SPI fields to the Project Center Tracking view.
- B. Add the CVP and SVP fields to the Project Center Tracking view.
- C. Using formulas and visual indicators, create project fields named CPI Indicator and SPI Indicator. Add both fields to the Project Center Tracking view.
- D. Using formulas and visual indicators, create task fields named CPI Indicator and SPI Indicator. Add both fields to the Project Details Task Tracking view.

Answer: C

Question: 7

You need to help Chris Meyer create the Database Developers resource. Which type of resource should you create?

- A. budget
- B. generic
- C. team
- D. work

Answer: B

Question: 8

You need to implement the assignment process for John Morris. What should you do?

- A. Create a generic resource in his team, and ensure that all team members belong to the same team.
- B. Create a budget resource in his team, and ensure that all team members belong to the same team.
- C. Create a team resource for his team, and ensure that all team members belong to the same team. Make John the assignment owner for the team.
- D. Create a named resource in his team, and set the Resource Breakdown Structure (RBS) to the same as his team. Make John the assignment owner for the resource.

Answer: C Case Study # 8, Coho Winery

BACKGROUND

Corporate Overview

Coho Winery is a winery with international distribution.

Physical Locations

Coho winery is based near Seattle. The company recently completed the acquisition of a vineyard and production facility near San Francisco. The company plans to make additional acquisitions during the next year.

Planned Changes

The company plans to integrate the business systems in the information technology (IT), finance, and human resources (HR) departments in the Seattle and San Francisco locations.

EXISTING ENVIRONMENT

Existing Project Environment

The company uses Microsoft Office Project Server 2007 as the enterprise project management tool. The company is managing the system consolidation work as a program that consists of multiple projects.

Existing Resource Environment

Coho Winery has 5000 employees

The enterprise resource pool has been fully populated, and all accounts have been created.

The legacy HR system allows only single-value fields. Each resource has only one skill.

Planned Changes

The management team has created an acquisition project plan, and is gathering lessons learned from the San Francisco acquisition. The company will use the information to develop an enterprise project plan template to support future acquisitions.

Problem Statements

Executive management needs a method for quickly identifying how program initiatives are progressing against the planned schedule. Schedule and budget variance must be displayed in a dashboard. You have created a Project Center view to display the variance information. The view lists all projects, but baseline data for some projects is reported as NA.

Executive management also needs a Web-based report displaying all projects related to common program initiatives, containing graphical indicators based on schedule variance, with projects displayed in descending order by ROI. Most executives are accountable for 4-5 key program initiatives. Each initiative contains multiple projects. The executives want to filter the reports to show only their initiatives. A field has been created to calculate ROI and track initiative name. However, the report must still be created that supports the executive team requirements.

BUSINESS REQUIREMENTS

General Project Management Requirements

The PMO requires a read-only view of all projects. You have created a group for the PMO, set the Group's security rights, and added the group to a custom category. After designing the Date Analysis view, it does not appear in the view list in Microsoft Office Project Web Access.

The accounting department needs to capture nonproject time spent on operational activities, including help desk support and server maintenance, and nonworking time, including vacation and holidays. Employees in the accounting department work with only Microsoft Office Project Web Access.

Management requires three actions when a team member leaves the company:

- Work estimates and enterprise resource assignments are not purged from the system.
- The team member can no longer log in the Project Web Access.
- The team member's remaining work is immediately assigned to another named resource.

Reporting Requirements

Resource managers need the ability to view a report of resource allocation by skill. They need to be able to select a skill and time period and see a comparison of work and availability for each resource associated with that skill. They need to add fields to the report on demand without affecting the experience of other users.

Bryan Baker, a program manager, must analyze actual progress of project phases compared to original effort estimates. Rather than viewing graphical indicators, he wants to work in a Microsoft PivotTable report that allows him to filter based on multiple criteria and create charts that can be displayed within a Web interface for others to view on demand.

Management needs earned value reports in the form of an S-curve earned value chart.

Case Study # 8, Coho Winery (Questions)

Question: 1

You need to manage nonproject time to fulfill the accounting department's requirements. What should you do?

- A. Set up Administrative Time categories for only nonworking time.
- B. Set up one enterprise project for each category of administrative time.
- C. Set up an enterprise project with one task for each category of administrative time.
- D. Set up Administrative Time categories for both nonproject time and nonworking time.

Answer: D

Question: 2

You need to generate an earned value report that fulfills management's requirements. What should you do?

- A. Configure a Project Detail view with earned value fields.
- B. Configure a Project Center view with earned value fields.
- C. In Microsoft Office Project Professional 2007, create a visual report.
- D. In Microsoft Office Project Professional 2007, display the Earned Value table.

Answer: C

Question: 3

You need to provide the reporting solution requested by the resource managers. What should you do first?

- A. Create a Data Analysis view.
- B. Create a Project Center view.
- C. Create a Project Details view.
- D. Create a Resource Assignments view.

Answer: A

Question: 4

You need to resolve the issue with the PMO view. What should you do?

- A. Rebuild the OLAP cube.
- B. Create a Project Center view.
- C. Assign the view to the PMO category.
- D. Modify permissions on the PMO group.

Answer: C

Question: 5

You need to address management's requirement for viewing their key initiatives. What should you do?

- A. Create a Project Center view that displays the status indicators, filters by initiative name, and sorts by ROI.
- B. Create a Project Center view that displays the status indicators, filters by ROI, and sorts by initiative name.
- C. Create a Data Analysis view that displays cost data across all projects. Add the initiative name and ROI as filter values.
- D. Create a Data Analysis view that displays cost data across all projects sorted by ROI. Add the initiative name as a filter value.

Answer: A

Question: 6

A project team member leaves the company. What should you do?

- A. Reassign all of the departing team members remaining work to a generic resource. Then deactivate the departing team members user account.

- B. Reassign all of the departing team members remaining work to another team member. Then deactivate the departing team members user account.
- C. Reassign all of the departing team members remaining work to a generic resource. Then set the departing team members user account so that it can no longer be assigned as a resource.
- D. Reassign all of the departing team members remaining work to another team member. Then set the departing team members user account so that it can no longer be assigned as a resource.

Answer: B

Question: 7

You need to create the acquisition template. What should you do?

- A. Save the San Francisco acquisition project plan locally on your hard drive as an .mpt file.
- B. Launch all new projects by opening the existing San Francisco acquisition project plan and saving it with a new name.
- C. Create a project plan containing actual work, resource assignments, and baselines and then save it as an enterprise project template.
- D. Create a project plan based on tasks, time estimates, and dependencies outlined in the San Francisco project plan and then save it as an enterprise project template.

Answer: D

Case Study # 9, Contoso,Ltd.

BACKGROUND

Corporate Information

Contoso,Ltd. is a marketing research organization based in New York. Contoso,Ltd. specializes in providing target marketing solutions to Fortune 1000 clients, The marketing campaigns are designed to focus on the retail consumer.

Physical Locations

Contoso,Ltd. has offices in North America and Europe.

EXISTING ENVIRONMENT

Existing Project Environment

Project vary in complexity and updated based on percent complete, The company is not currently tracking project or non-project time.

Existing Resource Environment

Team members may or may not be located in the same office, region or country, making collaboration difficult,

Resources often have multiple skills. Because proficiency in a skill is a major component, each skill is available at two levels: Proficient and Expert. Resources must be assigned at the appropriate skill level.

Planned Changes

The CEO of Contoso,Ltd. wants to have visibility into portfolio management activities and has selected MICROSOFT Office project server 2007 to assist in her efforts. She has stated her goals for the tool ate to provide a real-time program cost report that compares program budget vs. cost on a project-by-project basis.

In an effort to increase project and resource management efficiencies, the CEO has requested that time be captured for all project and non-project work.

Problem Statements

Team members are often assigned to tasks based on availability, not necessarily based on skills. Thos results in delays and low quality of work..

The company does not have a process in place to document employees' existing skills or new skills gained while working on projects.

Human Resources staff members need to be able to calculate effort across projects for part-time resources versus full time resources. This information currently is not tracked or associated with project server.

BUSINESS REQUIREMENTS

General Project Management Requirements

Departments have resources and projects in various locations. Each departmental manager should have read-write access to the resources and projects of their department, but they should be able to see all other resources and projects.

Scope creep is a common problem at Contoso,Ltd. Management wants to add new tasks to a project plan when scope change occur, rather than modifying existing tasks. These new tasks should be added to the existing cost and schedule baseline, while preserving the original baseline.

Team members are required to update their task status every Friday, but frequently they forget. Currently project managers send reminders in e-mail. The project managers need automatic reminders to be sent to team members.

Reporting Requirements

Clients need a report that shows multiple schedule and cost variances: The variance between the original plan and the current plan, as well as the variance between the current plan and the way the plan was at completion of major deliverables. They also need to see when the baselines were set.

Contoso,Ltd. also has a need to record all time spent on project and non-project work of all employees. The non-project work consists of administration and training.

Human Resources staff members need to be able to calculate effort across projects for part-time resources versus full time resources. This information currently is not tracked or associated with project server.

BUSINESS REQUIREMENTS

General Project Management Requirements

Departments have resources and projects in various locations. Each departmental manager should have read-write access to the resources and projects of their department, but they should be able to see all other resources and projects.

Scope creep is a common problem at Contoso,Ltd. Management wants project managers to add new tasks to a project plan when scope change occur, rather than modifying existing tasks. These new tasks should be added to the existing cost and schedule baseline, while preserving the original baseline.

Team members are required to update their task status every Friday, but frequently they forget. Currently project managers send reminders in e-mail. The project managers need automatic reminders to be sent to team members.

Reporting Requirements

Clients need a report that shows multiple schedule and cost variances: The variance between the original plan and the current plan, as well as the variance between the current plan and the way the was at completion of major deliverables. They also need to see when the baselines were set.

Contoso,Ltd. also has a need to record all time spent on project and non-project work of all employees. The non-project work consists of administration and training.

As all time across project and non-project is being tracked, Contoso,Ltd. will also need an online report displaying total cost across the enterprise grouped by resource cost category without displaying time-phased data. However, management does need the ability

to display multiple levels of granularity, including resource names, in the report.

Contoso,Ltd. is also looking into earned value management for project performance reporting across all projects. Management need the report made available in an executive dashboard or workspace so they can interact with the latest updated information.

Case Study # 9, Contoso,Ltd. (Questions) Question: 1

You need to provide management with the resource cost category report. What should you do?

- A. Create an enterprise custom field for resources, list all cost categories in the lookup table, associate all resources with a cost category, and create a Data Analysis view.
- B. Create an enterprise custom field for resources, list all cost categories in the lookup table, associate all resources with a cost category, and group the resources in a Resource Center view.
- C. Create a local custom field for resources in each project, list all cost categories in the lookup table, associate all local resources in each project with a cost category, and create a Data Analysis view.
- D. Create an enterprise custom field for resources, list all cost categories in the lookup table, associate all resources with a cost category, and use the Copy Picture To Office wizard to generate the report.

Answer: A

Question: 2

You need to create the program cost report as requested by the CEO. What should you do?

- A. Create a visual report in Microsoft Office Project Professional 2007 with budget and cost fields.
- B. Create an enterprise project custom field for programs. Then create a Project Center view of projects grouped by program, with budget and cost fields.
- C. Create an enterprise project custom field for programs. Then create a Data Analysis view of projects grouped by program, with budget and cost fields.
- D. Create an enterprise resource custom field for programs. Then create a Resource Center view of resources grouped by program, with budget and cost fields.

Answer: B

Question: 3

You need to manage access to resources and projects for departmental managers. What should you do?

- A. Configure the RBS based on location. Add resources to the Enterprise Resource Pool. Assign resources to groups, and add groups to categories. Set permissions on groups and categories as appropriate.
- B. Configure the RBS field based on departments. Add resources to the Enterprise Resource Pool. Assign the resources to groups, and groups to categories. Set permissions on groups and categories as appropriate.
- C. Configure the RBS field based on departments. Add resources to the Enterprise Resource Pool. Assign the resources to groups, and groups to categories. Set permissions on the user accounts only, not on the categories.
- D. Configure an enterprise custom field called Departments. Add resources to the Enterprise Resource Pool. Assign the resources to groups, and groups to categories. Set permissions on users and categories as appropriate.

Answer: B

Question: 4

You need to provide management with an earned value report for each project. What should you do?

- A. In Microsoft Office Project Professional 2007, create a visual report.
- B. In Microsoft Office Project Professional 2007, create a crosstab report by using the Report Wizard.
- C. In Microsoft Office Project Web Access, create a Data Analysis view.
- D. In Microsoft Office Project Web Access, export the Project Details Earned Value view to a spreadsheet.

Answer: C

Question: 5

You need to include the requested variance reports for your client in the project plan. What should you do?

- A. Save the baseline prior to execution, and create a view that shows schedule and cost variance.
- B. Save baselines at completion of major deliverables, and create a view that shows schedule and cost variance.
- C. Save the baseline and update the baseline upon approval of change requests, and create a view that shows schedule and cost variance.
- D. Save the baseline prior to execution, save additional baselines at completion of major deliverables, and create a view that shows schedule and cost variance.

Answer: D

Question: 6

You need to set up skills-based assignments according to company policy. What should you do first?

- A. Create an enterprise custom field for tasks with a lookup table listing skills. Then assign each task a skill.
- B. Create an enterprise custom field for resources with a lookup table listing languages. Then assign each resource a language.
- C. Create a multi-value enterprise custom field for resources with a lookup table listing roles. Then assign each resource a role.
- D. Create a multi-value enterprise custom field for resources with a lookup table listing skills and proficiencies. Then assign each resource multiple skills and proficiencies.

Answer: D

Question: 7

You have added tasks to your project plan. You need to implement the new scope management policy. What should you do?

- A. Select all tasks and rebaseline the project plan.
- B. Select all tasks and save an interim plan for the entire project.
- C. Select the new tasks and add these tasks and their predecessor tasks to the existing baseline.
- D. Select the new tasks and add these tasks and their successor tasks to the existing baseline.

Answer: D Case Study # 10, Woodgrove Bank

BACKGROUND**Corporate Overview**

Woodgrove Bank provides international online banking services. Because banking services are provided only online, operation overhead is low. However, the company has a large IT department to deliver services.

Physical Locations

The company has two corporate offices: the North American corporate office in San Francisco, and the European corporate in London.

Planned Changes

The company is running a critical program named Woodgrove 2.0 to update its internal applications. The projects in Woodgrove 2.0 involve resources in both the San Francisco office and the London office.

Problem Statements

Project resources who work through the London office report that project assignments do not take their national holidays into account. Therefore, some resources are occasionally scheduled to work on their national holidays.

The manager of the testing department doesn't have enough control over his department's resource demand. He wants project managers to initially plan projects with generic placeholder resources rather than with named resources.

The steering committee has requested a weekly report containing earned value information such as Schedule Variance (SV) and Cost Variance (CV). Maria needs to generate that report, but noticed that many of the values on active projects were not being calculated. She has requested assistance in resolving this problem.

EXISTING ENVIRONMENT

Existing Project Environment

Woodgrove Bank uses Microsoft Office Project Server 007 to manage projects.

The project management office (PMO) maintains oversight of all large projects.

Existing Resource Environment

The PMO maintains all resource data. All resources, regardless of location, must complete weekly timesheets that include all of their working hours.

All resources working through the European corporate office should be scheduled based on U.K. working days.

BUSINESS REQUIREMENTS

General Project Management Requirements

To fulfill the reporting requirements of some European countries, the London office needs resources to be able to track parental leave on their timesheets. This time should be recorded as an administrative cost rather than as a project cost.

The Woodgrove 2.0 program manager, Maria Nunez, travels frequently and accesses project information only through Microsoft office project web access. She has been allocated 20 testers for use across all of her projects for three months. She needs to be able to view testing resource assignment information to ensure that the testers are not overallocated.

Maria needs a view from which she can generate a report of cost overrun values for all of her projects to the finance department.

Reporting Requirements

The executive steering committee sets firm priorities for all projects. All program managers must ensure that they are focusing their efforts according to priority. The steering committee requires that program manager's report on the allocation of and demand for resources.

Some of the key deliverables of the Woodgrove 2.0 projects depend on the timely handoff of items between projects. Maria wants to define the key deliverables in a project web access view. The project managers need to incorporate the key deliverable into their project plans.

The steering committee wants to see schedule delays across all projects displayed in a Gantt chart within their executive workspace.

A risk manager hired by Woodgrove Bank has requested access to a report that shows the volume of project risks by risk exposure, rather than by project.

Case Study # 10, Woodgrove Bank (Questions)

Question: 1

You are a member of the PMO. You need to support the steering committee's reporting requirement. What should you do?

- A. Create a Project Center view that displays the project priority and the project work.
- B. Create a Resource Assignments view so that program managers can view resource availability from the Resource Center.
- C. Create a Data Analysis view that compares resource demand and capacity across projects by priority and by project.
- D. Create a Project Detail view based on the project assignments, so that program managers can view project work by resource.

Answer: C

Question: 2

You need to solve the European corporate offices resource scheduling problem. What should you do?

- A. Add all U.K. holidays to the enterprise Standard calendar.
- B. In Project Web Access, add all U.K. holidays to each project calendar.
- C. Create an enterprise project calendar for the U.K. projects that contains all U.K. holidays.
- D. Create an enterprise resource calendar that contains all U.K. holidays, and assign this calendar to all U.K. resources.

Answer: D

Question: 3

You need to deliver the timesheet change request for tracking parental leave. What should you do?

- A. Add parental leave to the individual resource calendars.
- B. Create an Administrative Time section for parental leave.
- C. Instruct project managers to add parental leave to projects.
- D. Change the policy so that team members can add tasks to a project to track parental leave.

Answer: B

Question: 4

You need to help Maria view her testing resource assignments. What should you do?

- A. Create a Project Detail view that displays resource assignments.
- B. In Microsoft Office Project Professional 2007, create a Resource Usage view.
- C. Create a Data Analysis view that displays work and availability by resource and by month.
- D. Create a Data Analysis view that displays work and baseline work by project and by month.

Answer: C

Question: 5

You need to provide the information requested by the risk manager. What should you do?

- A. Assign the risks to the risk manager.
- B. Create a Data Analysis view based on the risk cube.
- C. Sort each project workspace risk list view by exposure.
- D. Provide the risk manager with access to the Project Center.

Answer: B

Question: 6

You need to deliver the cost overrun view that Maria needs. What should you do?

- A. Modify a Project Detail view to include cost variance.
- B. Create a Project Center view to include cost variance.
- C. In Microsoft Office Project Professional 2007, display the Cost Variance field for all projects.
- D. In Microsoft Office Project Professional 2007, create a custom field that shows a visual indicator of cost variance.

Answer: B

Question: 7

You need to assist Maria with her report to the steering committee. What should you do with each project?

- A. Rebuild the OLAP cube.
- B. Republish all project plans.
- C. Edit the properties of each project.
- D. Save a baseline and set a status date.

Answer: D Case Study # 11, Litware

BACKGROUND

Corporate Information

Litware is a software company that produces tools and applications for the publishing industry.

Physical Locations

Litware's headquarters are in Canada, The Company has additional offices in the United States, Mexico, and Ireland.

EXISTING ENVIRONMENT

Existing Project Environment

Litware has recently implemented Microsoft office project sever 2007 to improve collaboration, communication, and reporting on past, current, and future projects. Each region operated independently in the past but must now follow a common methodology.

Each software application is developed in one project plan that is split into three phases: Design, Develop, and Test. While some dependencies between phases exist, it is common for one phase to begin before the previous phase is complete. Therefore, project managers need to have a good understanding of resource availability throughout the project lifecycle.

Some projects are abandoned during the design phase, Therefore, any resource assignments that are made for the develop and test phases are only proposed until clearance is received from the project management office to proceed beyond the design phase.

Phase completion delays are a critical risk to all projects. Management needs to clearly identify these delays for each project.

Existing Resource Environment

Projects can be staffed by resources from any region, each project schedule is based on the overall standard organizational calendar, but resources should not be assigned to work on days when there is a holiday occurring in their region.

Chen yang is a resource manager for the solutions architecture team. Brian Groth is the resource manager for the user interface team.

Design-phase tasks are assigned to the solutions architecture team and the business analysis team, Develop-phase tasks are assigned to the software development team, the user interface team, and program managers, Test-phase tasks are assigned to quality control analysts and testers.

BUSINESS REQUIREMENTS

General Project Management Requirements

Management has requested that every project have an internal sponsor. Each project manager manages multiple projects. Each project has a different sponsor. The project managers must keep each sponsor up to date on each project he or she is sponsoring.

Project managers are too busy to create multiple reports for these sponsors manually, They want a more self-service status update option that allows sponsors to display details at multiple levels of granularity.

Reporting Requirements

All resources must report their total time worked per day, by task, for each project.

Management needs a weekly status report that displays cost and work information for projects in a pivottable report that can be filtered based on properties such as region, customer, and phase. Project managers in a Pivottable report that can be filtered based on properties such as region, customer, and phase. Project managers need to efficiently generate these report for their weekly status meetings.

The regional management team in the Mexico office needs to be able to efficiently display a report containing the same information as the weekly status report, but the report can display only projects for the current year that have been associated with their region. They need to be able to display this report by selecting it from a list of choices.

At the beginning of each week, Resource managers need to report outstanding work and resource availability. When he generates his report, Brian Groth needs to be able to view both proposed and committed assignments.

Chen needs to be aware of resource overallocations within his team. He needs o view any overallocation as an outstanding item in his reminders list in project web access until the overallocation has been addressed.

Case Study # 11, Litware (Questions)

Question: 1

You need to efficiently build a report that meets the requirements of the management team in the Mexico office. In Project Web Access, what should you do?

- A. Modify the weekly status report view and select Mexico as the default value for region.
- B. Copy the weekly status report view, select Mexico as the default value for region, and select the current year.
- C. Create a Project Center view that contains custom fields for customer, phase, and fiscal year. Then select Mexico as a filter value for region.
- D. Create a Data Analysis view that contains custom fields for customer, phase, and region. Then select the current year as a filter value for Time.

Answer: B

Question: 2

You need to add resources from Chen Yangs and Brian Groth's teams to a new project. In Microsoft Office Project Professional 2007, what should you do?

- A. Add members of the Solutions Architecture team and members of the User Interface team as proposed resources.
- B. Add members of the Solutions Architecture team as committed resources and members of the User Interface team as committed resources.
- C. Add members of the Solutions Architecture team as committed resources and members of the User Interface team as proposed resources.
- D. Add members of the User Interface team as committed resources and members of the Solutions Architecture team as proposed resources.

Answer: C

Question: 3

You need to address management's requirements for identifying phase completion delays. In Project Web Access, what should you do?

- A. Create a Project Detail view that contains the column for work variance.
- B. Create a Project Detail view that contains the column for finish variance.
- C. In the project workspace, add the Risks list Web Part to the main page.
- D. In the project workspace, create a risk called Phase Completion, and create a contingency plan for the risk.

Answer: B

Question: 4

You need to demonstrate the method Brian Groth can use to efficiently generate his weekly reports. What should you do?

- A. In Microsoft Office Project Web Access, use the Resource Center to view the availability of all resources.
- B. In Microsoft Office Project Web Access, use the Resource Center to view the assignments of all resources.
- C. In Microsoft Office Project Professional 2007, open an existing project, select the summary table of the Resource Sheet view, and print the report.
- D. In Microsoft Office Project Web Access, use the Status Reports section to request from Chen's team a weekly status report that contains sections for assigned work and proposed assignments.

Answer: A

Question: 5

You need to build a report that is suitable for the weekly management status meeting. In Project Web Access, what should you do?

- A. Create a Project view that contains the required custom fields.
- B. Create a Data Analysis view that contains the required custom fields.
- C. Create a Project Center view that contains the required custom fields.
- D. Create a Resource Center view that contains the required custom fields.

Answer: B

Question: 6

You need to efficiently ensure that overallocations do not occur for the resources assigned to the development phase of an upcoming project. In Project Web Access, what should you do?

- A. Filter the Resource Center view. Then, with all resources selected, select View Availability.
- B. Filter the Resource Center view to display only members of the software development team, Brian Groth's team, and the program management team. Then with all resources selected, select View Assignments.
- C. Filter the Resource Center view to display only members of the software development team, Brian Groth's team, and the program management team. Then with all resources selected, select View Availability, and include proposed assignments.
- D. Filter the Resource Center view to display only members of the software development team, Brian Groth's team, and the program management team. Then with all resources selected, select View Availability, and do not include proposed assignments.

Answer: C

Question: 7

You need to provide a report to project sponsors. What should you do first?

- A. Request a status report from each sponsor.
- B. Submit an unrequested status report to each sponsor.
- C. Create an enterprise project field named Sponsor and associate it with each project. Create a Project Center view to filter on that field.
- D. Create an enterprise task field named Sponsor and associate the field with each task. Create a Project Details view to filter on that field.

Answer: C

Question: 8

You need to report an overallocation to Chen Yang. What should you do?

- A. Create an issue and assign it to Chen Yang.
- B. Create a risk and make Chen Yang the owner.
- C. Create a task in the project plan and assign it to Chen Yang.
- D. Create a task in the project workspace and assign it to Chen Yang.

Answer: A Case Study # 12, A.Datum Corporation

BACKGROUND

Corporate Information

A.Datum Corporation offers a range of Voice over IP services

Physical Locations

The company's main office is In San Francisco. The company recently opened a new development center in London.

Planned Changes

As part of a cost-reduction initiative, certain projects will be required to reduce their scope by 20 percent from the original baseline. The reduction will be driven by a reduction in effort on each of the selected projects. After all scope changes have been completed, it is the project manager's responsibility to ensure that all variance reporting remains accurate. After updating the project tasks, Microsoft Office Project Web Assess views are showing cost and schedule variances for some projects.

A.Datum Corporation is considering developing a mobile version of its popular VoIP application. This will add scope to three projects within the existing program. Richard Bready, the program manager, tracks these three projects in a master project. He needs to evaluate the cost and schedule changes to the original program due to the increased scope. The three project managers have identified the tasks that will need to be added to the original project schedules. All projects in the program have baselines, and use Baseline0 for enterprise reporting purposes.

Help Desk technicians agree to move all their work onto the project server on the condition that tasks are not allocated directly to any of the team members by the project managers. The Help Desk technicians want to be able to select their tasks from a list.

Problem Statements

Data analysis reports that the generated each morning by the project managers in the London office do not accurately reflect changes from the previous day. Reports generated later in the day do reflect the changes.

EXISTING ENVIRONMENT

Existing Project Environment

A.Datum Corporation stores projects by using Microsoft Office Project Server 2007.

Resource managers have access to project information only through Microsoft Office Project Web Access.

Existing Resource Environment

Resource managers are required to commit all assignments for their resources before the tasks appear on their resources' timesheets.

BUSINESS REQUIREMENTS

General Project Management Requirements

Project managers must create project plans for all projects even if the projects have not been approved. Proposed or pending projects should only associate skills-based roles to tasks. After a project is approved, the project managers should match each role to a named resource. Resources should not see tasks in their task list until the resource manager has committed them to the project.

For resource planning purposes, project managers and resource managers must commit all resources on approved projects, in detail, at least six weeks in advance. Amy Rusko, a project manager, needs a reporting solution in which she can properly identify resource utilization across similar resources for upcoming work that either has been approved or is pending approval. All overallocations should be identified on a weekly basis and resolved by rescheduling work.

Project managers must update their projects on a weekly basis and must reschedule any work that was not completed by the status

date.

Reporting Requirements

Management has requested greater visibility of budget status and a daily overview of all project costs against budgeted costs. This overview should be available in Project Web Access.

Jeff Price, a Director, has concerns over the strategy to reduce the scope of so many projects and has requested a view containing only the projects affected by the scope-reduction initiative. He needs to easily identify how these projects are progressing without seeing other projects. You have created a custom field called Budget Reduction and applied the field to all projects to distinguish those with reduced scope.

Collaboration

Program managers must manage all critical activities across their programs in a single view. Each project manager is responsible for his or her own projects, but there are some dependencies between projects. To help accommodate this, program managers have suggested the use of shared deliverables between projects. A key project task has slipped three weeks but the deliverable date was not automatically updated.

Case Study # 12, A.Datum Corporation (Questions)

Question: 1

You need to create a view that will indicate whether project managers are fulfilling the requirements for updating their projects. Which view should you create?

- A. A view that displays a status date greater than today's date.
- B. A view that displays unfinished work prior to the status date.
- C. A view that displays all unstarted tasks that start after the status date.
- D. A Resource Usage view that displays only actual work prior to the status date.

Answer: B

Question: 2

You need to meet Jeff Prices requirement. What should you do?

- A. Filter a Project Center view based on the Budget Reduction field.
- B. Group a Project Center view based on the Budget Reduction field.
- C. Sort a Project Center view based on the Budget Reduction field.
- D. Sort a Project Details view based on the Budget Reduction field.

Answer: A

Question: 3

You need to fix the problem the program managers and project managers are having with deliverables. What should you do?

- A. Set the status date for the project plan containing the deliverable.
- B. Create a project workspace for the project plan containing the deliverable.
- C. In the project plan containing the deliverable, manage dependencies on the deliverable.
- D. Update the deliverable finish date and manage dependencies on the deliverable in other projects.

Answer: D

Question: 4

You need to assign project tasks to Help Desk resources. What should you do?

- A. Allocate all Help Desk work to a Help Desk team resource.
- B. Allocate all Help Desk work to a generic Help Desk resource.

- C. Allocate all Help Desk work to named resources in Microsoft Office Project Professional 2007, but do not publish the project.
- D. Allocate all Help Desk work to named resources in Microsoft Office Project Professional 2007, and mark the resources as Proposed.

Answer: A

Question: 5

You must create resource assignments for a newly proposed project. What should you do?

- A. Assign resources to the plan as Proposed.
- B. Assign resources to the plan as Committed.
- C. Assign team resources to the project plan.
- D. Assign generic resources to the project plan.

Answer: D