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Question: 1

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You must collect information to compare the current business situation to a desired state of the organization. Which two items should you evaluate? (Choose two.)

- A. How overall work and cost estimates are accomplished prior to approval
- B. General requirements for using Microsoft Office Project Web Access 2003 and Microsoft Office Project Professional 2003
- C. The types of project management training sponsored by the organization
- D. Initial determination of initiative risks and mitigation strategies
- E. Usage scenarios for Project Web Access and Project Professional 2003

Answer: A, C

Question: 2

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You need to gather high-level technology requirements for the Limited Production Pilot iteration cycle. Which two actions should you take? (Each correct answer presents part of the solution. Choose two.)

- A. Identify processes to audit the effectiveness of training throughout the enterprise departments.
- B. Itemize initial Microsoft Office Project Web Access 2003 data views that are needed by various user groups.
- C. Identify which business processes and operational procedures need improvement before they can be scaled.
- D. Identify the procedural requirements for all system users: executives, midlevel managers, and team members.
- E. Decide whether redundant project-management information systems will be used during this iteration.

Answer: B, E

Question: 3

You are a business analyst creating an implementation plan for an Enterprise Project Management (EPM) solution. The project manager for the EPM initiative asks you to list some key activities for the implementation phase. You must list the key activities of the implementation phase. Which key activity or activities should you list? (Choose all that apply.)

- A. Define configuration specifications.
- B. Train user groups.
- C. Develop the project plan.
- D. Transfer the EPM solution to operations.
- E. Create test cases.

Answer: B, D

Question: 4

You are designing an Enterprise Project Management (EPM) solution. A business goal of the organization is to improve schedule and budget management. To help achieve the goal, you create the following usage scenario: The user would view, edit, and update project plan details. He would assign resources to tasks and publish the results. You must use the most appropriate user profile for the usage scenario. Which profile should you use?

- A. Executive
- B. Portfolio manager
- C. Project manager
- D. Team member

Answer: C

Question: 5

You start the initial interview with the organization sponsor for an Enterprise Project Management (EPM) initiative. In order to make specific recommendations regarding tracking project status, you need to find out the level of preparedness of the organization. You must ask the sponsor the most appropriate question to find out the level of preparedness of the organization. What should you ask?

- A. Do you manage a central database that contains all project-resource capacity and workload information?
- B. Do team members report time spent on specific project task assignments to project managers? Through what mechanism?
- C. Is there a formal selection criterion and process for approving and prioritizing projects?
- D. What is the current level of project management maturity?

Answer: B

Question: 6

You enter a discussion with the sponsor of the Enterprise Project Management (EPM) initiative about the core components of Project Portfolio Management (PPM). The sponsor is in a hurry. You must give a quick summary of what PPM is. Which two statements should you include in the summary? (Choose two.)

- A. It is a standard set of processes and tools for analysis of projects in the enterprise.
- B. It enables the alignment of people, process, and strategic objectives.
- C. It connects strategic management with project management.
- D. It is a coordinated organizational approach to achieving business goals.

Answer: A, C

Question: 7

Your Enterprise Project Management (EPM) team interviews key stakeholders of the EPM initiative. Afterward, you meet with the EPM team to review statements from the various stakeholders. You need to assess how prepared the organization is for Project Portfolio Management (PPM). Which two statements from the interview should you analyze to help assess preparedness for PPM? (Choose two.)

- A. We consistently use standard controlling and executing processes once the project begins.
- B. There is a clear escalation path to handle conflicting project priorities.
- C. Our strategic planning process strongly drives our project decision making.
- D. Project stakeholders can provide project status electronically.
- E. Our project managers are strong motivators to our team members.

Answer: B, C

Question: 8

The sponsor of the Enterprise Project Management (EPM) initiative states that in the past, another consultant had tried to implement an EPM solution and had failed. He also states he has hired a new program manager. You interview the program manager and a group of project managers in the organization. You analyze the results and decide that the organization is at Level 1 of the Project Management Maturity Model. You also discover that the new program manager is not familiar with the Microsoft EPM technology. You must identify risks to the requirements of an effective EPM solution. What is the most likely risk?

- A. Team members are reluctant to use the EPM solution.
- B. The new program manager will require extensive training.
- C. There are few, if any, project management processes in place.
- D. The EPM sponsor has too many requirements.

Answer: C

Question: 9

You are designing an Enterprise Project Management (EPM) solution. The organization has 200 project managers and 1,500 team members. You need to configure a prototype EPM solution to validate your design against the business requirements of the organization. You must identify the hardware requirements for the prototype. What architecture should you choose?

- A. Computers that have the same configuration as the proposed production servers
- B. A single server that has all EPM software installed
- C. A minimum of three servers: Microsoft SQL Server?, Microsoft Project Server, Views Processing server
- D. A configuration that has the Project Server front-end components in a Network Load Balancing cluster

Answer: B

Question: 10

You are planning the implementation of an Enterprise Project Management (EPM) solution. The organization currently uses Microsoft Project 2000. There are 200 project plans stored in shared folders on the network. You must select the appropriate process to migrate the project data into the EPM solution. Which process should you include in your plan?

- A. Save each of the project files into the EPM solution by using Microsoft Project 2000. Then upgrade the client to Microsoft Office Professional 2003.
- B. Import the project files one at a time by using Import Projects to the Enterprise in Office Professional 2003.
- C. Create a master project from the project files. Import the master project into the EPM solution by using the Import Projects to the Enterprise Wizard.
- D. Copy the project files to the Microsoft Project Server computer. Run the database migration utility UPG10DB.CMD.

Answer: B

Question: 11

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You need to gather high-level organizational and user requirements for the Proof of Concept iteration cycle. Which two actions should you take? (Each correct answer presents part of the solution. Choose two.)

- A. Define server and desktop technical requirements.
- B. Identify business processes currently in use.
- C. Identify training needs for each role.
- D. Identify requirements for interfacing with existing business systems.
- E. Identify major user roles, and assess the current skills of each role.

Answer: C, E Question: 12

You are the team leader of an Enterprise Project Management (EPM) initiative. The Executive Review Committee sends you an e-mail stating that they appreciate the timely information about the progress of the EPM initiative planning process. You must evaluate the reason for the Executive Review Committee e-mail. What can you most likely conclude?

- A. The implementation project plan is on schedule.
- B. You have a strong and effective communication plan.
- C. The EPM team has kept the project plan up-to-date.
- D. The change-control process is working well.

Answer: B

Question: 13

You interview the director of the Project Management Office (PMO) about reporting requirements. He states that he requires a company-standard Gantt chart report to be printed on a color plotter. Each project manager must print these reports for a weekly status meeting. The director lists the specific fields that must be on this report. He also states that he requires task bars to be printed in blue. You must design the Enterprise Project Management (EPM) solution to allow project managers to produce the required report. What should you recommend?

- A. A Portfolio Analyzer view showing projects as bar graphs, with the specified colors and time as the dimension
- B. An Enterprise Gantt view with the specified columns and colors
- C. A Project Center view with the specified columns and the Tracking Gantt chart selected
- D. A custom Project View with the specified columns and the Personal Gantt chart selected

Answer: B

Question: 14

You are designing the Enterprise Project Management (EPM) solution for Company.com. The organization has a list of strategic initiatives. During interviews with the initiative sponsor, you discover that project reports must be grouped by the organizations strategic initiatives. You must use a Microsoft Project Server 2003 feature to satisfy the sponsor's requirement. What should you do?

- A. Create Enterprise Templates.
- B. Customize the Project Guide.
- C. Create a custom Enterprise Outline Code.
- D. Install Microsoft Windows SharePoint? Services.

Answer: C

Question: 15

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You need to gather high-level organizational and user requirements for the Departmental Deployment iteration cycle. Which two actions should you take? (Each correct answer presents part of the solution. Choose two.)

- A. Identify training-facility requirements for hosting classes for all personnel.
- B. Develop a budget for training.
- C. Define Project and Resource Center views.
- D. Define time-tracking process requirements.
- E. Extend Enterprise Custom Outline Codes for Resource attributes such as Skill.

Answer: A, B

Question: 16

Your Enterprise Project Management (EPM) design includes a Project Center view named Burdened Cost. This view includes a custom enterprise cost field. You must limit access to this view to only members of the Project Server Financial group. You must design the EPM solution to limit access to the Project Center view to only those members of the Project Server Financial group. What design should you do?

- A. Add the permission to view Project Center views only to the Financial group.
- B. Add the Project Center view to a Security category that has only the Financial group as a member.
- C. Apply the Executives security template only to the Financial group, and add it to the My Organization category.
- D. Create a Microsoft Windows? SharePoint? Services (WSS) site with the Project Center Web Part, and include the Uniform Resource Locator (URL) only for the Financial group.

Answer: B

Question: 17

You are attending an initial meeting with the Project Management Office (PMO) executives to discuss a possible Enterprise Project Management (EPM) initiative. You ask how project teams interact with each other during the execution phase of a project. The director of the PMO states, If a problem arises, we use e-mail or the telephone, but it is difficult to communicate what is happening to the whole team. You must demonstrate an EPM benefit that addresses the directors problem. What is the most appropriate functionality to demonstrate?

- A. Project Center Summary view
- B. How to publish updated project information
- C. Portfolio Analyzer views
- D. The Project Workspace

Answer: D

Question: 18

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You need to gather high-level organizational and user requirements for the Enterprise Rollout iteration cycle. Which two actions should you take? (Each correct answer presents part of the solution. Choose two.)

- A. Define how business processes and policies will be communicated in the organization.
- B. Identify the hardware and software needed for large-scale deployments.
- C. Identify the requirements for any customized training courses that include realistic project scenario examples from the organization.
- D. Identify processes to audit the effectiveness of training in all departments.
- E. Build a complete map of user groups and the permissions that they should have within Microsoft Office Project Web Access 2003.

Answer: C, D

Question: 19

You are designing an Enterprise Project Management (EPM) solution. A business goal of the organization is to improve resource management. To help achieve the goal, you create the following usage scenario: The user would use the Resource Center and Portfolio Analyzer views to view, sort, and group resources and prioritize metrics relating to cost, availability, and ability to be billed. You must use the most appropriate user profile for the usage scenario. Which profile should you use?

- A. Administrators
- B. Executives
- C. Project managers
- D. Team members

Answer: B

Question: 20

You are designing an Enterprise Project Management (EPM) solution for a manufacturing facility. The facility requires project data to be available 24 hours per day, seven days per week. There are 100 ongoing projects. There are 50 project managers and 500 team members dedicated to the projects. You must design an EPM solution to accommodate the facility's projects. What should you do?

- A. Set up a Microsoft SQL Server? in a two-node cluster.
- B. Install Analysis Services and SQL Server on separate servers.
- C. Partition the Microsoft Project Server database onto three separate SQL Server computers.
- D. Install the Views Processing service on a Network Load Balancing cluster.

Answer: A

Question: 21

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You receive the following information regarding the initiative: There will be 500 Microsoft Project Server users. Fifty of the users will be project managers. There will be approximately 100 projects that will average 500 tasks per project. Project teams consist of 25 people. One server can be dedicated to the EPM solution. Project work will be reported by users weekly. You must identify a possible constraint to the implementation. What is the most likely constraint?

- A. The ratio of project managers to Project Server users is too high.
- B. Slow performance during peak times is probable.
- C. Importing 100 projects will be too time-consuming.
- D. There is no business process in place for reporting time.

Answer: B

Question: 22

You interview the director of the Project Management Office (PMO) to evaluate the controlling and executing project management processes that are currently in place. The director states that project managers are required to gather task status from resources at weekly project meetings. The project managers then update the project plans and produce reports that are sent to the PMO each Friday. You must recommend a likely manual or product-process change in your Enterprise Project Management (EPM) design for this project management process. What should you recommend? (Each correct answer presents part of the solution. Choose two.)

- A. Change the task-status gathering process so that it uses the time-sheet functionality in Microsoft Project Server.
- B. Install Microsoft Project Professional on the resource desktops to allow entering task status directly.
- C. Add a process for the PMO to view project data by using Project Web Access.
- D. Determine a process for synchronizing task status with the PMO reports.
- E. Create a process that determines when reports will be produced.

Answer: A, C

Question: 23

During an initial envisioning discussion, the organizations Enterprise Project Management (EPM) sponsor mentions he had heard the term Project Portfolio Management. The sponsor asks you to define this term. You must provide the sponsor with a definition of Project Portfolio Management. Which definition should you give?

- A. The measure of the extent to which multiple project management processes are defined, repeatable, managed, measurable, and effective
- B. The selection, analysis, and support of projects or program investments that are guided by a strategic plan and available resources
- C. A coordinated approach to achieving business goals through a continual nucleus of projects and processes
- D. A group of related projects, managed in a coordinated way, that usually has an element of ongoing activity

Answer: B

Question: 24

You are analyzing the scope of an Enterprise Project Management (EPM) initiative. You decide that the following activities are within the scope of the initiative: Obtain user training for all project managers. Obtain user training for all team members. Obtain user training for all executives. You must include these activities in one of your EPM initiative plans. In which plan should these activities be included?

- A. The communication plan
- B. The deployment plan
- C. The test plan
- D. The support plan

Answer: B

Question: 25

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You need to gather high-level technology requirements for the Proof of Concept iteration cycle. Which two actions should you take? (Each correct answer presents part of the solution. Choose two.)

- A. Define time-tracking process requirements.
- B. Define the procedures needed to implement technology changes.
- C. Understand the requirements for software licensing.
- D. Assess the requirements for interfacing with existing business systems.
- E. Define portfolio reporting strategies and reports.

Answer: C, D

Question: 26

You conduct an interview with the sponsor of an organization. You present the concepts of Enterprise Project Management (EPM) to her. She asks you to summarize the goals of EPM. You must present to her three goals of EPM. Which three goals should you present to her? (Choose three.)

- A. Support optimal resource allocation.
- B. Integrate accounting practices with project management.
- C. Provide a clearer budgeting process.
- D. Align projects with the goals of the business.
- E. Track and justify the value of project management.

Answer: A, D, E

Question: 27

You interview the director of the Project Management Office (PMO). You ask him questions in order to understand current project management processes involved with the project initiation phase at his organization. You must identify the most appropriate questions to ask the director of the PMO. Which three questions should you ask? (Choose three.)

- A. How and where should project managers obtain task durations?
- B. What project information must be known and documented during the initiation phase?
- C. Will you require the use of standard templates for different types of projects?
- D. Will a Work Breakdown Structure be required, and which code will be used?
- E. Where and how do you submit a project for approval?
- F. Will generic resource assignments be required, or will resources be soft-booked to the project?

Answer: B, E, F

Question: 28

You are designing an Enterprise Project Management (EPM) solution. The director of the Project Management Office (PMO) states that he wants all projects in the solution to have standard phases and deliverables that match their product management process. You must recommend the EPM technology that would satisfy the PMO request. What should you recommend?

- A. Add the phases of the product management process to the Enterprise Global Template.
- B. Create an enterprise project template that includes appropriate phases.
- C. Customize a project outline code that matches the phases of the product-development process.
- D. Create a custom project view in Project Web Access that filters for the standard product-development phases.

Answer: B

Question: 29

You are the team leader for Company.com on an Enterprise Project management (EPM) initiative. Your EPM team has documented a list of risks associated with the initiative. To prioritize these risks, the EPM team uses a scale for probability in percent of 0 to 100 and a numeric scale for impact of 1 (low) to 10 (high). The analysis is shown in the following table:

Risk	Probability	Impact
There are no open racks in the server room.	30	6
There is resistance to EPM from project managers.	60	7
Limited production hardware is on back-order.	45	8
The training room has insufficient hardware.	80	5

You need to create a master risk list. Which risk has the highest priority?

- A. There are no open racks in the server room.
- B. There is resistance to EPM from project managers.
- C. Limited production hardware is on back-order.
- D. The training room has insufficient hardware.

Answer: B

Question: 30

Company.com has offices in 10 cities. You present and discuss resource management concepts as part of your envisioning discussion. The director of the Project Management Office (PMO) states that it is important for the Enterprise Project Management (EPM) solution to allow reporting on all resources. However, he requests that departmental managers be permitted to view resources only within their own departments. You must recommend a concept of the EPM solution that addresses the concern of the director of the PMO. What should you recommend?

- A. Implement a process that incorporates the Build Team from the Enterprise function.
- B. Create an organization structure based Resource Breakdown Structure.
- C. Create generic resources as part of the Enterprise Resource Pool.
- D. Set rules on the My Resources Category to allow managers to view of resources that they manage.

Answer: B

Question: 31

You are planning an interview with the director of the Project Management Office (PMO) tomorrow. You want to create a Microsoft PowerPoint slide that indicates the benefits of Project Portfolio Management (PPM). You must create a list of benefits of PPM. Which item or items should you include? (Choose all that apply.)

- A. Centralizes project documents
- B. Ensures consistency of strategy and project execution
- C. Prevents execution of suboptimal projects
- D. Identifies resource types for projects
- E. Improves resource allocation and capacity planning

Answer: B, C, E

Question: 32

You interview the director of the Project Management Office (PMO). You ask her questions in order to understand current project management processes involved with the project planning phase. You must identify the most appropriate questions to ask the director of the PMO. Which three questions or sets of questions should you ask? (Choose three.)

- A. How and where should project managers obtain task-duration estimates?
- B. Will you synchronize the data in the time-sheet system you use with other line-of-business systems?
- C. How should project managers use task types?
- D. Which Enterprise Custom Codes and Fields must be completed when creating the detailed task list? Which must be completed before work on the project actually begins?
- E. When will reports be produced?
- F. Who will create, edit, and delete user accounts?

Answer: A, C, D

Question: 33

You are a consultant designing an Enterprise Project Management (EPM) solution for Company.com. Your design requires that the executive staff access project information by using Project Web Access. During an interview, the chief executive officer (CEO) states that she requires the ability to view a bar graph of current resource work totals compared to the baseline. You must design your EPM solution to meet the CEO's requirements. What should you recommend?

- A. Create a Resource Center view and add it to the My Organization category.
- B. Create a Portfolio Analyzer view with Work and Baseline Work as totals.
- C. Add Work and Baseline Work fields to the Resource Summary view.
- D. Add Work and Baseline Work fields to a resource view in the Enterprise Global Template.

Answer: B

Question: 34

You are designing an Enterprise Project Management (EPM) solution for Company.com. You discover that the organization uses common phases and steps for each project it starts. You need to ensure that all the standard phases appear in each project plan. What should you recommend?

- A. Add the phases and steps to the Enterprise Gantt view.
- B. Create an Enterprise Template with these phases.
- C. Create a custom Project Center view.
- D. Create a custom Enterprise Project Outline Code.

Answer: B

Question: 35

You compile answers from several interviews with key stakeholders of an Enterprise Project Management (EPM) initiative. A common concern is the problem of locating project-specific documents, particularly in identifying the latest versions. Documents are currently stored in folders on the network file system. You must recommend a solution as part of your EPM design. What should you recommend?

- A. Create a custom link on the home page of Project Web Access to the project documents folder.
- B. Add a business process in the Initiation stage that requires project managers to add project specific document folders and use a formal versioning process.
- C. Install Microsoft Windows? SharePoint? Team Services v.1.1.2.
- D. Use Windows SharePoint Services (WSS).

Answer: D

Question: 36

You are planning an Enterprise Project Management (EPM) initiative for Company.com. The organization has 300 project managers and 2,000 team members who intend to use the EPM solution. You interview key stakeholders of the EPM initiative. You must identify which interview response will most likely cause a constraint on implementing the EPM initiative. Which response will cause the constraint?

- A. Our time frame for deployment requires moving from a successful pilot directly to enterprise implementation.
- B. We need to use the terminal server for many of our employees.
- C. We have 500 projects organized in shared folders on the network.
- D. Our IT department has dedicated four servers for the EPM solution.

Answer: A

Question: 37

You are designing an Enterprise Project Management (EPM) solution. You plan to have Microsoft Project Server installed with the default security settings. Resource managers will add team members to the project by using Project Web Access. It is required that resource managers be allowed to add resources only from their own department. You must design the EPM solution to ensure that resource managers can add team members only from their own department. What configuration should you recommend for Project Server?

- A. Create a Resource view that is filtered by Department, and assign it to the My Resources category.
- B. Create an Enterprise Resource Outline Code named Department, and add it to the Resource Summary view.
- C. Create an RBS that matches the organizations departmental structure.
- D. Put the Resource Managers group in the My Organization category.

Answer: C

Question: 38

You are planning the implementation of an Enterprise Project Management (EPM) solution. A key stakeholder requires that the solution meet all budget and schedule estimates, even if doing so requires some change in the project scope. You assemble your implementation team. You need to ensure you have a team member who has appropriate skills to satisfy the stakeholder's requirements. Which team-member role should you choose?

- A. IT professional
- B. Project manager

- C. Release manager
- D. Trainer

Answer: B

Question: 39

You are designing an Enterprise Project Management (EPM) solution at an organization. Microsoft Office 2000 is installed on all client computers. The specification for the tracking process requires team members to use Microsoft Office Outlook? to report progress on project assignments. You must design an EPM solution that satisfies the specification for the tracking process. What should you do?

- A. Upgrade to Microsoft Office Outlook 2003 on the client computers.
- B. Create a process for team members to install the Outlook add-in from Project Web Access.
- C. Set up Microsoft Project Server to connect to the Simple Mail Transfer Protocol (SMTP) server for e-mail notifications and reminders.
- D. Create a process for team members to add the Project Center Web Part to their Outlook folders.

Answer: B

Question: 40

You are interviewing key stakeholders of the Enterprise Project Management (EPM) initiative at your organization. You are documenting various business processes that are already in place in the organization. You have defined a business process for change control. This process occurs during project execution. The goal of this business process is to formally document change and obtain approval. You document the steps and rules that govern the process. Also, you note that only the project manager can submit a change request. Each change request must be approved or denied by the Project Management Office (PMO). You must finalize your analysis of this business process. What should you do?

- A. Identify points of integration between the business process and the software.
- B. List the main accomplishment that the business process addresses.
- C. Document the factors that initiate the business process.
- D. Include the business process steps in the Enterprise Project Templates.

Answer: A

Question: 41

You are a business analyst. The director of the Project Management Office (PMO) tells you that she cannot view project information for the whole organization. Additionally, the information she can view is always out of date. You discover that there is not a project management process in place for obtaining accurate project data. You design a Portfolio Analyzer view based on the PMO requirements. Next, you need to recommend a project-updating process. The new process will ensure that current information is displayed in the Portfolio Analyzer views. What should you recommend? To answer, move the appropriate actions from the list of actions to the answer area, and arrange them in the correct order.

Possible Actions	Complete Solution
An OLAP Cube is built.	
The team member updates his time sheet.	
The project manager publishes the New and Changed Assignments.	
The project manager updates and publishes the project plan.	

Answer:

Possible Actions	Complete Solution
An OLAP Cube is built.	The project manager updates and publishes the project plan.
The team member updates his time sheet.	An OLAP Cube is built.
The project manager publishes the New and Changed Assignments.	
The project manager updates and publishes the project plan.	The team member updates his time sheet.

Question: 42

The sponsor of the Enterprise Project Management (EPM) initiative states that in the past, another consultant had tried to implement an EPM solution and had failed. The new initiative must maintain the original budget and schedule of the first initiative. He also states he has hired a new program manager. The program managers goal is to initiate any process changes required for improved project management. You interview the program manager and a group of project managers in the organization. You analyze the results and decide that the organization is at Level 3 of the Project Management Maturity Model. You must identify risks to the requirements of an effective EPM solution. What is the most likely risk?

- A. There are no project management processes in place.
- B. There is significant resistance to EPM from project managers.
- C. There is an aggressive implementation schedule that cannot be met.
- D. There is the expectation that technology will drive business process changes.

Answer: C

Question: 43

You interview the director of the Project Management Office (PMO). The project execution and control processes require team members to document problems when they occur. The processes also require team members to communicate who is responsible for resolving the problems. You must recommend an Enterprise Project Management (EPM) design solution to support this process. What should you recommend?

- A. Implement a business process that uses Microsoft Windows SharePoint Services issues in Microsoft Project Server.
- B. Create a problem management Microsoft Office Excel spreadsheet, and provide a link to it on the Project Web Access home page.
- C. Implement a business process that uses automatic e-mail routing and electronic signing of problem reports.

D. Create an issue library from the Public Documents site, and add a business process to upload problem reports there.

Answer: A

Question: 44

You are planning to implement an Enterprise Project Management (EPM) solution. The organization has been using Microsoft Project Server 2002. It has also used the Documents and Issue functionality extensively. You need to migrate the documents and issues from Project Server 2002 to Project Server 2003. You must include a process in your migration plan to migrate the documents and issues from Project Server 2002 to Project Server 2003. Which process should you include in your migration plan?

- A. Run the Microsoft Windows? SharePoint? Services configuration wizard.
- B. Use the Project Server utility PSMIGRAT.EXE on the SharePoint Services subwebs.
- C. Install Windows SharePoint Services, and point to the SharePoint Team Services subwebs.
- D. Back up the SharePoint Services subwebs, and restore to the Windows SharePoint Services virtual folder in Internet Information Server (IIS).

Answer: B

Question: 45

You are a business analyst for an Enterprise Project Management (EPM) initiative. You review the initiative schedule with the project manager. You notice that the implementation phase includes the activities to implement the business processes, train all users, and confirm all client connections. Your initiative plan includes another important activity. Which key activity should be added to the project plan?

- A. Install Microsoft Project Server software.
- B. Conduct a business verification period.
- C. Review and reassess risks.
- D. Establish testing procedures.

Answer: B

Question: 46

You are a business analyst at Company.com. You are planning the deployment of an Enterprise Project Management (EPM) solution. Company has three departments: department A, department B, and department C. Each department will use the EPM solution. You plan to implement the Limited Production Pilot to department A and then implement the rest of solution to department A and then B and C, successively. Training for each department will be role based. There are 10 project managers and 200 team members in each department. You must select a measure of success for the implementation phase of the EPM initiative. Which measure should you choose?

- A. Ninety percent of the team members using Project Web Access display project data in less than two seconds.
- B. The quality of each iteration is validated. Lessons learned are communicated to the next cycle.
- C. Projects stored in the database have all required enterprise custom fields, as measured by Project Web Access Project Center views.
- D. Revenue will increase as a result of better prediction of project delivery, as measured by the third reporting period.

Answer: B

Question: 47

You are a business analyst for an Enterprise Project Management (EPM) initiative. You review the capacity plan for the implementation of the EPM initiative. You need to re-evaluate the capacity plan before the production servers are set up. Which

attribute or attributes of the initiative should you consider when planning the capacity for the EPM solution? (Choose all that apply.)

- A. The tracking method used
- B. The number of users
- C. The Microsoft Active Directory? domain trusts
- D. The Microsoft Project Server features used
- E. The Project Server usage patterns
- F. The number of baselines used

Answer: B, D, E

Question: 48

You interview the key stakeholder of an Enterprise Project Management (EPM) initiative. She states that sometimes resources work on projects that are not officially started and that project managers assign them without approval. You must document the project management processes currently in place for project initiation. Which two questions should you ask? (Each correct answer presents part of the solution. Choose two.)

- A. What information is required to measure progress?
- B. Do you have a project charter or some type of project authorization form?
- C. What estimating techniques are applied to project deliverables?
- D. What standards are used to measure the quality of project deliverables?
- E. How is project information communicated to upper-level management?

Answer: B, C

Question: 49

You interview a key stakeholder of an Enterprise Project Management (EPM) initiative. He states that project managers often have difficulty in collecting status when projects are under way. You must document the current project management processes that are in place for executing and controlling the phases of a project. Which two questions should you ask? (Each correct answer presents part of the solution. Choose two.)

- A. How do you assign the appropriate resources for tasks?
- B. What are the key elements that you track while monitoring your projects?
- C. Do your resources currently use a time sheet to report on project tasks?
- D. Do you have project templates that follow a prescribed methodology?
- E. How do you define task effort and duration estimates?

Answer: B, C

Question: 50

You interview key stakeholders of an Enterprise Project Management (EPM) initiative. You need to gather high-level technology requirements for the Departmental Deployment iteration cycle. You must determine what information should be gathered for the technology requirements for the Departmental Deployment iteration cycle. What information should you gather? (Each correct answer presents part of the solution. Choose two.)

- A. Measure network traffic loads to determine potential for hardware and software configuration changes.
- B. Refine business-process requirements, based on the targeted department.
- C. Identify the management oversight processes necessary to monitor projects.
- D. Identify any new or changed business processes that are needed in order to take advantage of Microsoft Office Project 2003 technology in a production environment.

E. Identify the operational standards and templates necessary for Microsoft Office Project Professional 2003 use.

Answer: A, E