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## 學習資料

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**Exam** : **070-301**

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

**Version** : Demo

1. You are responsible for the Program Management role on a project. The project is currently in the Envisioning Phase. You must deliver the solution very quickly, in time for a trade show, where a competitor also is launching a new product version. The product that you deliver must have a superior feature set that is not negotiable. The customer states that failure to meet either the trade show date or the feature set will result in an advantage for his competitor that will not be recoverable. The customer then predicts that failure in either area will put his company out of business by the end of the year. You need to manage the solution scope and schedule for the project life cycle. What are two possible ways to manage project trade-offs? (Each correct answer presents a complete solution. Choose two.)

- A. If you miss the internal release milestones, add people to restore the schedule timeline.
- B. If you miss the internal release milestones, trade off features to restore the schedule timeline.
- C. If features cannot be implemented as originally estimated, add people to provide the required feature set.
- D. If features cannot be implemented as originally estimated, trade off the schedule to restore the expected level of feature development.

**Answer: AC**

2. You are responsible for the Program Management role on a project that recently started the Planning Phase. The solution will be created in two versioned releases. The project team made this decision to allow feedback from version 1 to influence the requirements for version 2. The Release Management role informs you that because of operational constraints, your team will only be permitted a single release to production. You need to evaluate how this change will affect the project. Which two issues or risks does this change introduce to the project? (Choose two.)

- A. More time will be needed for requirements analysis.
- B. Less time will be available for testing.
- C. The release process will need to be automated.
- D. The solution will come to market later.

**Answer: AD**

3. You are responsible for the Product Management role on a project. The project is currently in the Envisioning Phase. You present a vision/scope document to the project stakeholders for their approval. You estimate that the proposed solution will be completed in seven to nine months. The project stakeholders approve the solution concept and budget. However, they state that the schedule is too long and that they need a solution in three to four months. You need to satisfy the requirements of the stakeholders. Which two actions should the team perform? (Each correct answer presents part of the solution. Choose two.)

- A. Develop the solution immediately, while you complete the Envisioning Phase deliverables.

- B. Use versioned releases to deliver the most important features in less than seven months.
- C. Create the Developing Phase deliverables and the Planning Phase deliverables concurrently.
- D. Assign additional employees to work on the project.
- E. Ask the developers to test their work during the Developing Phase. Deploy the solution when all the necessary features have been built.

**Answer: BD**

4. You are responsible for the Program Management role on a project for your company. The goal of the project is to implement a new portal solution. You were appointed to the role a month after work began. At the beginning of the project, the intranet administrator briefed the developer on the high-level objectives. Because the company is under pressure to implement the portal solution as quickly as possible, the developer immediately started developing a solution. The intranet administrator informs you that he suspects that the solution will not meet the companys business requirements. You need to ensure that the project meets the companys business requirements. You discuss the problem with the developer and the intranet administrator. What should you do next?

- A. Document the project scope.
- B. Document the master project plan.
- C. Document the user profiles.
- D. Document the usage scenarios.

**Answer: D**

5. You are responsible for the Program Management role on a project. The project goal is to deploy a new contact management application to all desktop computers in the company. The project team is gathering information to produce the vision/scope document. After you view responses of users who completed a survey, you realize that users in different departments, job categories, and regions have very different contact management requirements and skills. You are not sure that you have gathered enough information to represent all the requirements and skills of the users. You need to ensure that the scope of the project provides for the requirements of all users. What should you do?

- A. Develop a communications plan.
- B. Define user profiles.
- C. Perform a review of user readiness.
- D. Add the lack of understanding of user requirements to the initial risk list.
- E. Use interviews to gather user requirements.

**Answer: B**

6. You are responsible for the Program Management role in your companys project office. You are asked to review a project that was canceled when it could not deliver the required solution in the specified

schedule and budget. You review the deliverables of the Planning Phase, which are shown in the following table. Deliverable Created By Functional specification Team leads of all role clusters Development plan Development team Test plan Test team Budget plan Program manager Communications plan Product manager Purchasing plan Release Management team Release plan Release Management team Training plan User Experience team Master project schedule Program manager You need to identify the most likely cause of the project failure. Which mistake should you identify?

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

- A. The program manager did not create all the plans.
- B. The program manager did not create a master project plan.
- C. The program manager did not create the purchasing plan.
- D. The development team lead did not create a pilot plan.

**Answer: B**

7. You are in the Development role on a project for your company. The goal of the project is to implement a data warehouse solution. The project is currently in the Planning Phase. The functional specification is submitted to the chief data architect for approval. She returns it for revision and includes the following comments: The proposed functionality conforms to the scope. The usage scenarios that are described are realistic and accurate. The design for the data warehouse and analysis tools seems technically feasible. The amount of disk space that is allocated for data storage in the design might be inadequate to manage future growth. You need to produce a solution specification that meets the chief data architects needs. What should you do?

- A. Produce a revised conceptual design.
- B. Produce a revised logical design.
- C. Produce a revised physical design.

D. Produce a detailed development plan.

**Answer: C**

8. You are responsible for the Program Management role on a project. The project is currently in the Planning Phase. The functional specification was baselined. The Development team delivers a draft of the physical design to the customers IT department for review. The IT department rejects the proposed physical design because it does not deliver the required functionality as defined in the project scope. The Development team states that the scope document does not describe the requirements clearly enough. The Development team members also state that they did not have much direct communication with the customers IT department since the start of the project. You need to ensure that the developers will produce a revised design that delivers the functionality that is required by the customers IT department. What should you do?

A. Revise the communications plan.

B. Revise the development plan.

C. Revise the description of the required functionality in the functional specification.

D. Implement a proof of concept.

**Answer: D**

9. You are responsible for the Release Management role on a project. The solution uses specialized hardware. The customer supplied only one unit of the specialized hardware. As a result, the development and test environments are combined so that both groups have access to the hardware in an environment separate from the production network. The project team reaches the first interim release in the Developing Phase and is behind schedule. A major cause of delay is that development and testing could not use the shared environment simultaneously. You need to recommend how the environments should be modified to overcome these problems. What should you recommend?

A. Reserve the single environment for development until the next interim milestone, and then reserve it for testing.

B. Reserve the single environment for development until the Scope Complete Milestone, and then reserve it for testing.

C. Reserve the single environment for development. Perform testing during the pilot in a selected office.

D. Transfer development to the production environment. Reserve the teams environment for testing.

E. Ask the customer for more resources so that a second environment can be created.

**Answer: E**

10. You are a manager in the IT department of your company. You are responsible for staffing a project team. You are not a member of the project team. The company is developing a Web application for the human resources (HR) department. The application will be developed by using Microsoft Visual

Basic .NET and ASP.NET. The following employees are available to work on this project: Michael understands the business goals of the project. Anne is a software developer who has worked with Visual Basic .NET and ASP.NET. Laura works in the HR department and has performed software testing. You need to assign roles on the project by using the available employees and their existing skills. Which four roles should you assign? (Choose four.)

- A. Product Management
- B. Program Management
- C. Development
- D. Test
- E. User Experience
- F. Release Management

**Answer:** ACDE

11. You are responsible for the Test role and the Release Management role on a project for your company. The company has 250 branch offices. There is a printer in each branch office. The project goal is to upgrade printers and print servers throughout the company. A pilot will be run in one branch office before release. The project is near the end of the Developing Phase. You were absent for a week. During your absence, the customer requested a change to the project to support a new model of printer that the customer is evaluating in five branch offices. Your colleagues, who are responsible for the other Microsoft Solutions Framework (MSF) roles, agreed to this request. You need to identify the risks that are most likely to occur as a result of this decision. Which three risks should you identify? (Choose three.)

- A. The test schedule might not allow time to test the new printer.
- B. User training guides for the new printers might not be available.
- C. A new pilot branch might have to be selected to use the new printer.
- D. The new printer might not be supported by the operating system that was chosen for the print servers.
- E. The support staff might not have the knowledge that is needed to support users of the new printer.

**Answer:** ACD

12. You are responsible for the Product Management role on a project that recently piloted its solution. You are also in the Test role. Other team members are assigned to the Program Management role and the Development role. New features were added to the solution late in the Developing Phase. The solution works well in the test lab. After the solution is installed, the customer reports problems with its existing applications. The customer requests that you remove the solution. After the solution is removed, the existing customer applications operate normally. What is the most likely cause of the problem?

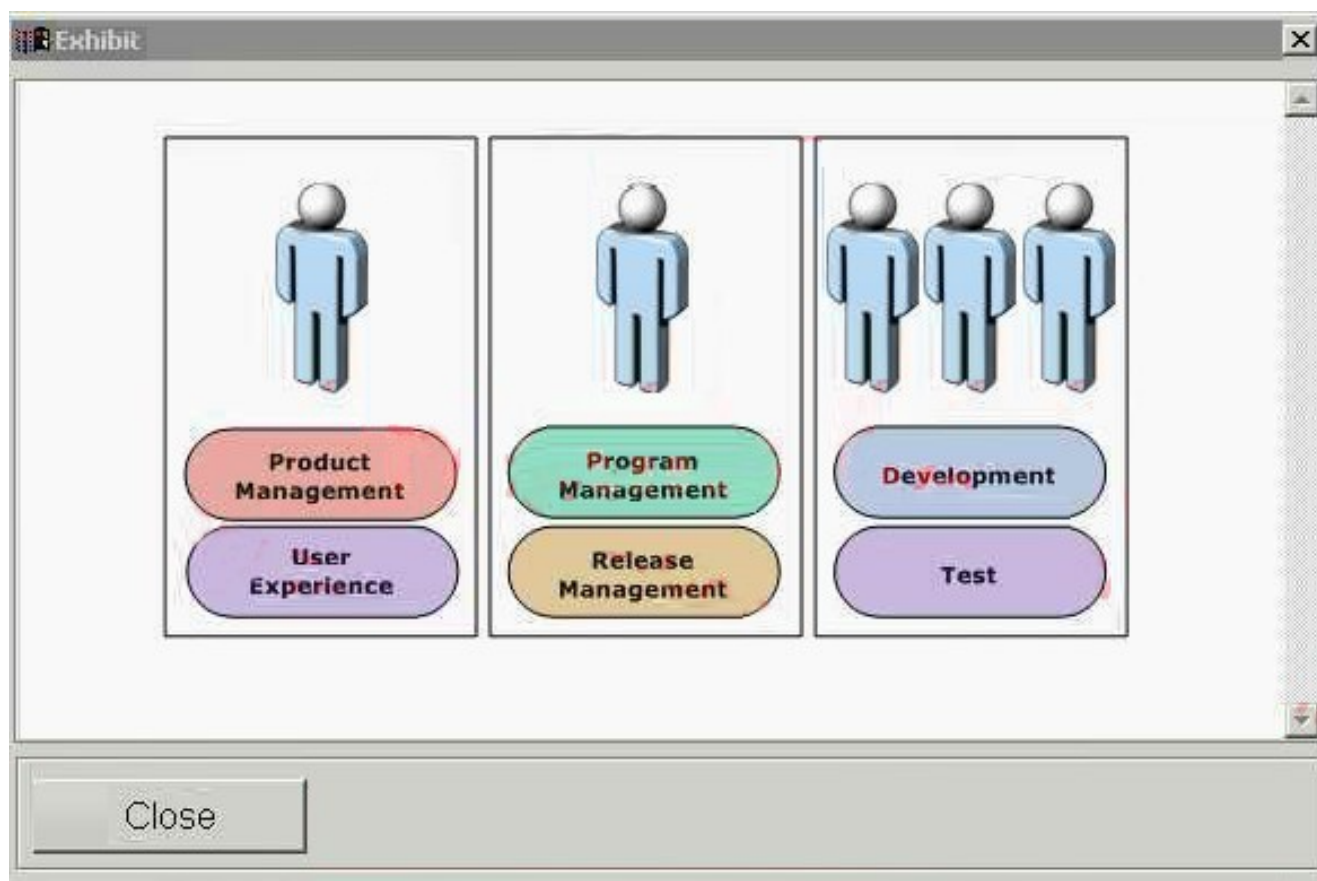
- A. The User Experience role was not assigned.
- B. New features were added late in the Developing Phase.

C. The Product Management role and the Test role were combined.

D. The Release Management role was not assigned.

**Answer: D**

13. You are responsible for the combined Program Management and Release Management roles on a five-person project team. One person is responsible for the combined Product Management and User Experience roles. Three people are responsible for the combined Development and Test roles. The project team is shown in the exhibit. (Click the Exhibit button.) The project is currently in the Developing Phase. The internal releases that were delivered are unstable. However, the number of bugs that were reported is low. The customer states that the quality of the current application is unsatisfactory. The team identifies the following risk for the project: If the application remains unstable, the team cannot ship the product on schedule. You need to mitigate the identified risk. What are two possible ways to achieve this goal? (Each correct answer presents a complete solution. Choose two.)



A. Split the combined Development and Test roles. Assign two people to the Development role and one person to the Test role.

B. Reassign the Test role to the person who is performing the combined Product Management and User Experience roles.

C. Reassign the Development role to the person who is performing the combined Program Management



and Release Management roles.

D. Reassign the Test role to the person who is performing the Program Management role. Reassign the Release Management role to the team that is performing the Development role.

E. Postpone the testing task to the Stabilizing Phase.

**Answer:** AB

14. You are a member of a software development project team. Your team is seeking approval from the project sponsors for the functional specifications. The project sponsors review a draft of the functional specifications. The sponsors state that you did not address several required features. You need to identify the role or roles that are primarily responsible for resolving the problems that the sponsors found in their review. Which role or roles should you identify? (Choose all that apply.)

A. Product Management

B. Program Management

C. Development

D. Test

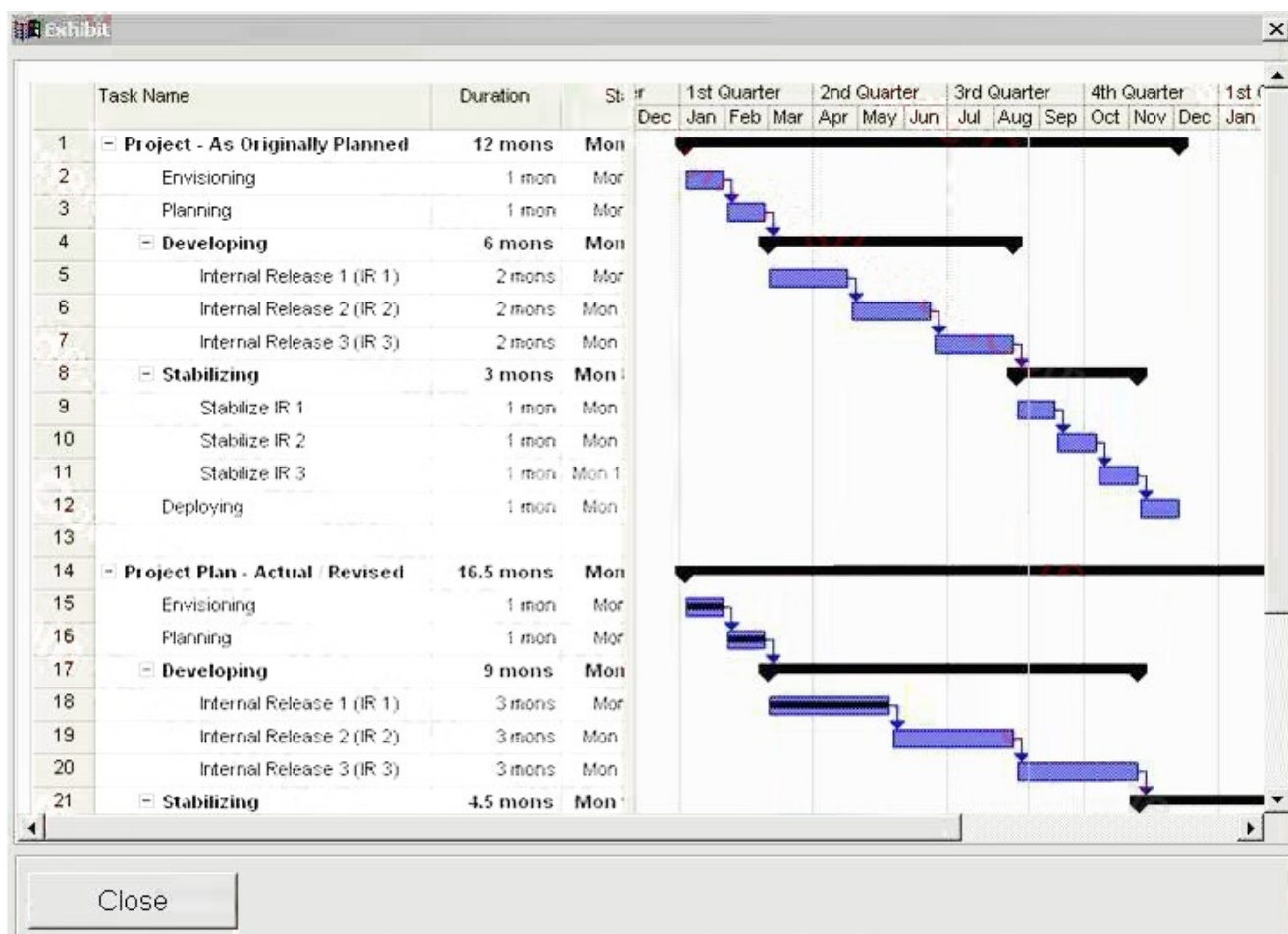
E. Release Management

F. User Experience

**Answer:** A

15. You are responsible for the Program Management role on a project. The project trade-offs, which were approved at the end of the Envisioning Phase, are shown in the following table. Fixed Chosen Adjustable Resources X Schedule X Features X The project will be delivered as part of several versioned releases. The team is working on the first versioned release 1.0. At the end of the Planning Phase, the schedule for the Developing Phase is six months, which is divided into three internal releases. Each internal release is two months. The Stabilizing Phase is estimated at three months. The team recently completed Internal Release 1 in the Developing Phase, which was completed in three months. It is evident that Internal Release 2 and Internal Release 3 also will take three months each. The Stabilizing Phase estimate now has increased to four and one-half months. The original project plan and the revised project plan are shown in the exhibit. (Click the Exhibit button.) You need to review the project documents and decide the appropriate action to take. What should you do?

	Fixed	Chosen	Adjustable
Resources	X		
Schedule		X	
Features			X



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

**Answer: C**

16. You are responsible for the Program Management role on a project. The goal of the project is to add new features and user interface changes to an existing application. The project is currently in the Stabilizing Phase. For the past several days, more bugs are fixed than the number of new ones that are reported. You need to report the project status to the sponsors. What should you report?

- A. The solution is ready to be deployed.
- B. Zero bug bounce was achieved.
- C. This build of the solution can be declared as a release candidate.
- D. Regression testing is complete.
- E. Bug convergence was achieved.

**Answer: E**

17. You are responsible for the Program Management role on a project. All of the features are developed, and the project team is stabilizing the solution. The team member who is responsible for the Release Management role hears that many bugs exist. She asks you to delay the release. You need to decide if a delay is necessary. Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

- A. Analyze the buffer time usage.
- B. Analyze the bug convergence trends.
- C. Analyze the master risk list.
- D. Analyze the bug classification data.

**Answer: BD**

18. You are responsible for the Product Management role on a project. The project is currently in the Stabilizing Phase. Your team is developing a Microsoft Windows form application. One feature generates almost 90 percent of the new bugs that are reported each day. If you do not take action, the team might not meet the scheduled product ship date. The project trade-offs are shown in the following table. Fixed Chosen Adjustable Resources X Schedule X Features X You need to identify the action that is most likely to ensure the success of the project. Which action should you identify?

	Fixed	Chosen	Adjustable
Resources			X
Schedule		X	
Features	X		

- A. Drop the feature from the application.
- B. By using the current resources and schedule, continue to resolve issues until bug convergence is achieved.
- C. Continue to extend the project schedule until the feature is stabilized and the new ship date can be predicted.
- D. Add more resources to the project to stabilize the feature and to meet the current ship date.

**Answer: D**

19. You are responsible for the Test role on a project. The project is currently in the Stabilizing Phase. The number of active bugs is 500. The number of new bugs reported each day is 50. The number of bugs resolved each day is 100. The rate reported and the rate resolved will remain constant over the next two weeks. You need to analyze the bug statistics. Which two conclusions should your analysis identify? (Choose two.)

- A. Bug convergence will be achieved 10 days from now.
- B. Bug convergence already was achieved.
- C. Zero bug bounce will be achieved 10 days from now.
- D. Zero bug bounce already was achieved.

**Answer: BC**

20. You are responsible for the Program Management role and the Release Management role on a new technology pilot project. The project stakeholders provide a list of functional requirements that are not negotiable. The stakeholders are not concerned with the projects duration or costs. However, they state that the project will be canceled if the required functionality is not delivered. You are a member of the project team. The project team also includes the following members: Markus is responsible for the Product Management role. Tom is responsible for the Development role. He has not worked with the new technology on the project. Jennifer is responsible for the User Experience role. There are no other team members. You need to identify the risks that are most likely to cause the project to be canceled. Which three risks should you identify? (Choose three.)

- A. The project might be late.
- B. New technology will be used.
- C. Additional hardware might have to be purchased.
- D. Toms lack of experience with the new technology might cause problems.
- E. The probability of failure is high.
- F. The team structure might cause problems.

**Answer: BDF**