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### QUESTION 21

You are managing a complex, multisite project under a fixed price contract.

Your customer wants to refine the project scope.

You agree that the changes are appropriate, but believe that they constitute a major change that increases the project scope.

What should you do?

- A. Document the estimated additional costs and working hours spent on the implementation of this change.  
Accept the change only after the customer's approval.  
Update the project's scope documentation and the project schedule with the new information.
- B. Review the contract, the Project Charter, and the Statement Of Work for this project.  
Verify if scope changes are allowed and which process of scope changes needs to be followed. Then, execute this procedure.
- C. Document the estimated additional costs and working hours spent on the implementation of this change. Then, contact your sales representative and strategize on how to best reject the request, considering the fixed price contract type.
- D. Refuse the customer's request by queuing the request on a backlog with requirements to be executed in another project run.

Answer: B

### QUESTION 22

You need to develop a schedule to manage the timeline, resources and activities required to complete the project in the stipulated time.

Which elements are necessary to develop this schedule? Choose the 2 that apply.

- A. A work breakdown structure, including the project scope in measurable components.
- B. The functional Requirements Document, listing all requirements with detailed information.
- C. The Technical Design Document, describing how gap requirements will be resolved.
- D. Estimates of the time necessary to deliver these measurable components.

Answer: AD

### QUESTION 23

You want to know more about the responsibilities and accountabilities of the engagement manager and the project manager.

Where can you find this information, and what competence allocations do you expect?

- A. You can find the competence allocations in the Communications Strategy Plan.  
The project manager will be most likely held accountable while the engagement manager's role will be described as responsible.
- B. You can find the competence allocations in the Communications Strategy Plan.  
The project manager will be most likely held responsible while the engagement manager's role will be described as accountable.
- C. You can find the competence allocations described using a Resource Assignment Matrix (RAM) in the Roles and Responsibilities template.  
The project manager will be most likely held accountable while the engagement manager's role will be described as responsible.
- D. You can find the competence allocations described using a Resource Assignment Matrix (RAM) in the Roles and Responsibilities template.

The project manager will be most likely held responsible while the engagement manager's role will be described as accountable.

Answer: D

#### QUESTION 24

You are concerned that users might not be able to bridge the existing gap between business processes and the business system that was identified. Which actions should you take as a Project Manager to proactively manage this? Choose the 2 that apply.

- A. Advise the application consultant to identify this as a risk and to document it in the Project Risk Register.
- B. Discuss the problem with the customer and advise them to select key users who understand the business processes and have enough technical competence to assist in bridging the gap.
- C. Advise the application consultant to start making Change Requests for these potential issues, and ensure these Change Requests are discussed during the next Project Steering Committee.
- D. Advise the application consultant to identify this as an issue and update the issue list accordingly.

Answer: AB

#### QUESTION 25

Sure Step provides multiple ways to manage project documents.

Which options allow you to collaborate more effectively and efficiently? Choose the 2 that apply.

- A. Creating a Diagnostic Offering on a SharePoint site.
- B. Storing documents offline on your local hard drive.
- C. Creating a project type on a Shared Server location.
- D. Printing out copies.

Answer: AC

#### QUESTION 26

Your company is using the agile project type to implement a solution at a single site that includes specific features and complex customizations.

You identified configuration settings during the Design phase.

In which document should you record these configuration settings?

- A. Requirements and Design Document
- B. Configuration settings must remain undocumented during the design activities.
- C. Functional Design Document Configurations.
- D. Project Charter Document

Answer: A

#### QUESTION 27

During the business process analysis and requirements gathering activities, you identified a number of requirements to be fulfilled by configuration settings.

While conducting design activities, in which document should you record these configuration settings?

- A. Configuration settings should remain undocumented during the design activities
- B. Functional Design Document Configurations
- C. Functional Design Document Customizations
- D. Technical Design Document

Answer: B

#### QUESTION 28

You are engaged in a complex enterprise project environment.

You need to ensure strict quality control.

What should you do? Choose the 2 that apply.

- A. Use the flowcharts that were analyzed and defined during the business process analysis phase to identify causes of quality problems.
- B. Use a cause and effect diagram to illustrate how various factors might be linked to potential effects.
- C. Use the Role and Responsibilities template to map the project roles to specific people.
- D. Use the periodically structured and independently reviewed Optimization Offerings to identify inefficient and ineffective policies, processes, and procedures.

Answer: AB

#### QUESTION 29

You are managing a Microsoft Dynamics implementation at a single site.

The Analysis phase is completed and your application and technical consultants are now defining and documenting how to implement the business requirements.

Which activities should you consider executing at this stage of the project? Choose the 2 that apply.

- A. Create a deployment plan.
- B. Create a knowledge transfer plan.
- C. Develop a communications strategy plan.
- D. Finalize and obtain customer sign-off of the technical architecture design.

Answer: AB

#### QUESTION 30

As part of the Scoping Assessment and Statement Of Work, you have identified the following:

- The implementation is for a single location
- The implementation requires two ISV solutions
- Business requirements include customization of medium complexity.

You need to analyze the customer's current and future business strategies.

What should you do?

- A. Start with a Kick-Off meeting to align all team members, followed by Solution Overview trainings to create awareness and acceptance of the new solution among key users.
- B. Start with a Kick-Off meeting to align all team members, followed by analysis workshops in which you gather business requirements for the functional domains.
- C. Start with gathering business requirements in workshops, followed by a presentation of the results in a Kick-Off meeting to align all team members with the scope results.
- D. Start by creating a Solution Design Document, and then setup the development and production environments.

Answer: A

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