



# 74-344<sup>Q&As</sup>

Managing Programs and Projects with Project Server 2013

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### QUESTION 1

#### HOTSPOT

A company has established these three business drivers for a Portfolio Analysis:

1. Improve Customer Satisfaction
2. Increase Market Share
3. Standardize Processes

The board of directors plans to perform a pairwise comparison to prioritize the business drivers. After the board of directors sets two out of the three priorities, you realize you can finish the job. You need to ensure that the consistency ratio of the final outcome is 100%. What should you do? (To answer, configure the appropriate option in the dialog box in the answer area.)

The screenshot shows a pairwise comparison matrix with three business drivers: Improve Customer Satisfaction, Increase Market Share, and Standardize Processes. The matrix cells contain comparison options. A dropdown menu is open over the matrix, showing the following options:

- is extremely more important than
- is much more important than
- is more important than
- is as important as
- is less important than
- is much less important than
- is extremely less important than

Below the matrix is a 'Consistency Ratio' field and a color scale from 'Inconsistent' (red) to 'Consistent' (green) with a 100% mark.

Hot Area:



Improve Customer Satisfaction	is as important as	Increase Market Share
	<Select a Rating>	Standardize Processes
Increase Market Share		Standardize Processes

is extremely more important than  
is much more important than  
is more important than  
is as important as  
is less important than  
is much less important than  
is extremely less important than

Consistency Ratio

100%

Inconsistent Consistent

Correct Answer:



Improve Customer Satisfaction

is as important as

Increase Market Share

<Select a Rating>

Increase Market Share

Standardize Processes

Standardize Processes

Consistency Ratio

100%

Inconsistent Consistent

## QUESTION 2

You are a program manager in the Project Management Office (PMO) of an organization that uses Project Server 2013. You notice that some projects have been published with incorrect data. You and the project managers spend a lot of time

correcting the data problems. You need to implement a new project creation process which does not affect the projects that are already created and which allows you to perform the following actions:

Review the project data after the project managers create the projects. Send the projects back to the project managers if you find incorrect data so that they can make the appropriate corrections.

Repeat the data verification process unless the data does not have any errors. Publish a project only when all of its data is correctly completed.

What should you do?

A. Instruct the project managers to include a task named project review every time they create a project and assign it to you. Project Server will notify you about the project creation. If you find an error, delete the project, and the project manager should create the project again.

B. Instruct the project managers to send you an email every time they create a project they need so that you can review the project. If you find an error, delete the project, and the project manager should create the project again.



C. Create a new workflow that automates all of the requirements. Create a new enterprise project type and link it with the workflow.

D. Create a Published event handler that automates all of the requirements for this enterprise project type.

Correct Answer: C

**QUESTION 3**

An organization is performing a Portfolio Analysis with Project Server 2013 to determine the projects that will be executed the next year. The company has the following base staff: one application developer, one business analyst, one project administrator, and one trainer. The Resource Analysis is shown the following exhibit.

(Click the Exhibit button.)

Resource Availability		January	February	March	April	May	June	July	August	September	October	November	December
Name													
Roles		3	3	3	0	0	0	1	1	1.09	3	3	3
Application Developer		1	1	1	0	0	0	0	0.05	1	1	1	
Business Analyst		1	1	1	0	0	0	0.5	0.5	0.52	1	1	1
Project Administrator		1	1	1	0	0	0	0.5	0.5	0.52	1	1	1

Project Requirements		January	February	March	April	May	June	July	August	September	October	November	December
Name	Priority												
Selected	76.29%	0	0	0	3	3	3	2	2	1.91	0	0	0
CRM Deployment Project	52.58%	0	0	0	3	3	3	0	0	0	0	0	0
Application Developer	52.58%	0	0	0	1	1	1	0	0	0	0	0	0
Business Analyst	52.58%	0	0	0	1	1	1	0	0	0	0	0	0
Project Administrator	52.58%	0	0	0	1	1	1	0	0	0	0	0	0
EPM Worldwide Training	23.71%	0	0	0	0	0	0	2	2	1.91	0	0	0
Application Developer	23.71%	0	0	0	0	0	0	1	1	0.95	0	0	0
Business Analyst	23.71%	0	0	0	0	0	0	0.5	0.5	0.48	0	0	0
Project Administrator	23.71%	0	0	0	0	0	0	0.5	0.5	0.48	0	0	0
Not selected	23.71%	0	0	0	1	1	1	0	0	0	0	0	0
EPM Deployment Project	23.71%	0	0	0	1	1	1	0	0	0	0	0	0
Business Analyst	23.71%	0	0	0	0.5	0.5	0.5	0	0	0	0	0	0
Project Administrator	23.71%	0	0	0	0.5	0.5	0.5	0	0	0	0	0	0

You need to include all projects and resolve the overallocations in the most cost-effective way. What should you do?

- A. Hire an additional business analyst.
- B. Revise the primary cost constraint.
- C. Enter new start dates.
- D. Use the Force In/Out feature.

Correct Answer: C

**QUESTION 4**

You are a program manager who uses Project Server 2013 and Project Professional 2013. You have administrative rights. Your project managers create subprojects for your program-level master project. You insert the subprojects into your master project file by using Project Professional 2013. You are unable to save the master project file. You need to



ensure that your master project file appears with its subprojects when you use the Project Web App (PWA). What should you do?

- A. Create the master project file and add the subprojects while in PWA rather than in Project Professional 2013. Then publish to the server.
- B. Create your master project file and publish to the server.
- C. Create a custom view in the PWA to view the master projects.
- D. Turn on the allow master projects to be saved and published setting and publish to the server.

Correct Answer: D

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#### QUESTION 5

A company deploys Project Server 2013 to perform a Portfolio Analysis, which they will use to select the projects they will execute in the next fiscal period. The company establishes the criteria to evaluate the portfolio components, and all business cases must be evaluated under these parameters. When configuring Project Server 2013, the Project Management Office (PMO) finds that the established criteria contain both qualitative and quantitative elements, such as corporate reputation and internal rate of return (IRR). You need to provide a system calculated approach to rank your strategic initiatives against each other. Which two actions should you perform? (Each correct answer presents part of the solution. Choose two.)

- A. Create a Business Driver library that captures the criteria in quantifiable impact statements that are specific and measurable.
- B. Perform a pairwise analysis on the driver set to identify relative priorities.
- C. Perform a prioritization by assigning a relative weight to each value criterion and establish the priorities.
- D. Create a custom field for each criterion and ensure each value is captured for each project by making the project fields as required.

Correct Answer: AB

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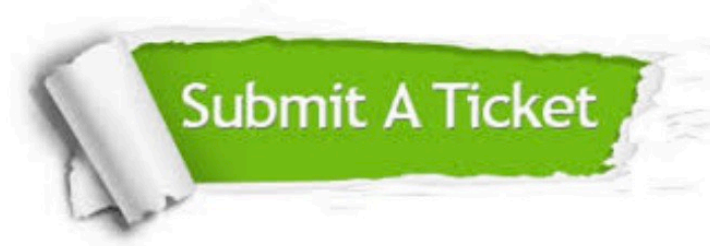
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