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Exam : **074-674**

Title : Delivering Business Value Planning Services.

Version : DEMO

1.COMPANY BACKGROUND Corporate Information and Physical Locations Woodgrove Bank is a national financial services institution that operates in over 30 cities across the United States. The company offers investment banking services, has over 140,000 employees, and has five departments. EXISTING ENVIRONMENT Existing Business Processes Woodgrove Bank has the strategic goal of eliminating 25 percent of its current list of 40,000 suppliers. The bank has begun eliminating suppliers based on their prices, redundant product or service offerings, and past supplier performance. The company's Enterprise Supplier Management (ESM) group manages the supplier elimination process. The group also directly manages the bank's largest suppliers and provides training material and workshops on supplier management to the company departments. The Woodgrove Bank ESM group has the following business processes: The ESM group collects supplier performance data for the 2,000 largest suppliers. The ESM group's Supplier Managers use supplier performance data to directly manage the 40 largest suppliers. The department managers directly manage all other suppliers. The ESM group provides performance data on other suppliers to the department managers by request. Raw performance data is organized in spreadsheets that are sent via e-mail. The ESM group's Business Analysts collect and store supplier performance data in multiple spreadsheets. The spreadsheets are stored on the Analysts' local computers and contain many different types of supplier performance metrics. Each quarter, the ESM group surverys the department managers to discover the level of satisfaction they have for each of their suppliers. Business Analysts distribute the surveys via e-mail then manually consolidate the survey results. Existing Technology Infrastructure Woodgrove Bank has the following software deployed on all desktop computers: Microsoft Office 2003 Professional Windows XP Professional Woodgrove Bank has the following software deployed on all network servers: Windows Server 2008 Windows SharePoint Services 3.0 Microsoft SQL Server 2008 Microsoft Office Project Server The Woodgrove Bank ESM group has the following technology infrastructure: A single IT Specialist who has minimal database application development experience. Additional servers available for the deployment of new technology solutions. Labor Costs The following table illustrates labor costs for salaried stall. BUSINESS REQUIREMENTS Problem Statements Woodgrove Bank has identified the following business problems: The process of manually entering data for suppliers in spreadsheets is time-consuming for the business analysts. Supplier data is stored in multiple files, formats, and locations. There is very little sharing of valuable supplier performance data outside of the ESM group. The ESM group has a fixed number of employees and very limited budget. Business Goals Bank executives formed the ESM group to promote best practices in supplier management throughout the entire company. The ESM group has the following business goals: Build a new Supplier Performance Data Management service to distribute supplier performance informantion across all departments. Provide documentation to show departments how to best use company-wide supplier performance information when negotiating individually with suppliers. Minimize ESM group operating expenses by eliminating the procurement of additional software licenses. INTERVIEWEES ESM Director The ESM Director is a business decision maker who manages the day-to-day operations of the ESM group. The ESM Director best understands how the ESM group fits within the bank's corporate strategy. Supplier Managers The Supplier Manager is a role within the ESM group. Supplier Managers manage the 40 largest suppliers. Supplier Managers best understand how supplier performance data is used to manage suppliers. Business Analysts Business Analysts collect and store supplier performance data. Business Analysts query the distributed spreadsheets by request from the Supplier Managers. Business Analysts provide insight into manual data managemt processes. Department Managers Department Mangers are responsible for managing their respective supplier

relationships. Department Managers provide insight into how supplier performance data is used for supplier management at the dapartment level. Answer & Explanation Correct Answer Explanations No more information available

Role	Hourly rate
Department Managers	$150
ESM Director	$125
Supplier Managers	$100
Business Analysts	$50

Answer:

2.You are evaluating a Microsoft Office PerformancePoint Server 2007 solution for Woodgrove Bank. You need to identify the gap that exists between the banks current state and its future state based on the maturity level of the current infrastructure. Which gap should you identify?

A.Desktop application deployment

B.Hardware requirements

C.Network architecture

D.Software licensing

Answer:D

3.You need to document which key technology infrastructure issues prevent the ESM group from meeting its goals. Which issue should you choose?

A.Data entry is performed manually.

B.Static spreadsheet-based are used to capture data

C.Supplier data is improperly updated in Project Server.

D.Workflows are undefined in Windows SharePoint Services.

Answer:B

4.COMPANY BACKGROUND Corporate Information and Physical Locations. Fabrikrm,Inc. is a building materials manufacturing company that specializes in producing raw materials. Fabrikam customers include companies that make products for residential and commiercial construction projects. Fabrikam has 5,000 employees and earns $600 million in annual revenues. Fabrikam has plans and offices worldwide. EXISTING ENVIRONMENT Existing Business Processes Fabrikam has the following business processes: The Plant Safety department is responsible for notifying and scheduling employees for safety training and medical testing procedures. The department also records and reports on training and testing procedures for management and government safety regulatory agencies. All emplloyees are required to pass an annual mine safety training course and various medica certification tests to continue working. Non-compliant employees cannot work, reducing production enfficiency. Government safety inpectors perform random onsite inspections and verify that employees are certified. Each item of non-compliance costs Fabrikam time and lowers employee productivity. The Plant Safet department hired a full-time Safety Coordinatinator and a temporary employee to help employees maintain their certifications. They notify employees when their certifications are about to expire and assist employees to schedule appointments to renew their certifications. Existing Technology Infrastructure Fabrikam has the following technologies implemented on the network: A third-party, Web-based workforce management application A Microsoft SQL Server-based Enterprise Resource Planning (ERP) system Microsoft Office Excel used to update safety information by using spreadsheets. Farbrikam has a Microsoft Enterprise Agreement (EA) that includes Microsoft Software Assurance (SA). All client computers run either Microsoft Office Standard Edition 2003 or Microsoft Office 97. The department is underskilled and

understaffed. BUSINESS REQUIREMENTS Planned Changes Fabrikam has the following business goals: Provide role-based access to process, operational, and financial information. Eliminate paper-based processes, including reporting processes. Reduce the number of technology platforms that require support. Problem Statements Fabrikam has identified the following business problems: Mine safety compliance issues have shut down production at some plants, creating 60 days of lost productivity during the past year. Safety training records are often inaccessible. Training dates and medical testing results are often outdated. Safety reports are only available to managers at the end of each month. Safety performance metrics are shared via e-mail only. Plant safety training and medical testing data is recorded on paper forms and then entered manually into a spreadsheet on a Safety Manager's computer. Reporting is delayed because safety data is outdated and inaccurate. Business Goals Fabrikam has the following business goals: Reduce costs associated with meeting regulatory compliance requirements: Eliminate paper-based processes. Improve access to safety performance reporting. INTERVIEWEES Vice President (VP) The VP is the executive responsible for overseeing general business operations and for maintaining profitability. VP goals include: Rducing operational cost. Increasing production productivity Eliminating plant shutdowns caused by non-compliance. Plant General Manager The Plant General Manager (GM) is responsible for maintaining plant profitability, operational efficientcy, production costs, product quality, and employee safety. Plant GM goals include: Automating production monitoring, alerts, and reporting. Eliminating paper-based processes. Implementing an online system to track safety training records and medical testing records. Production Operations Manager The Production Operations Manager (OM) is responsible for maintaining overall operational efficiency of production plants, and maintaining costs within budget. Production OM goals include: Monitoring and reporting on safety performance for all plants. Implementing a company-wide safety certfication management system. Eliminating manual reporting on operational key performance indicators (KPIs). Corporate Controller The Corporate Controller is responsible for financial management, the IT department, budgeting, and treasury. Corporate Controller goals in clude: Addressing unbudgeted costs that result from non-compliance issues. Gathering business performance data worldwide and reconciling all data. Addressing poor productivity caused by the lack of information sharing Plant Safety Department Manager The Plant Safety Department Manager is responsible for managing safety education and medical testing. Plant Safety Department Manager goals include: Accompanying government safety inspectors during their plant visits. Implementing e-mail to notify employees who are due for training and testing. Implementing alerts to the Human Resources department (HR) when employee are uncertified. Implementing the daily sorting of spreadsheets to identify which employee are due for training and testing. Answer & Explanation Correct Answer Explanations No more information available

Answer:

5.You are evaluating an automated safety certification management system for Fabrikam. You need to identify how Fabrikam will most benefit from the solution. Which financial benefit should you identify?

A.Reduced workers compensation and disability benefits

B.Reduced operational interruptions, creating more annual revenue

C.Reduced Plant Safety department staff, creating fewer operational costs

D.Reduced costs for database licenses, client computer enhancements, training, and software development

Answer:B

6.You are evaluating a company-wide safety management solution for Fabrikam. You need to identify which Fabrikam interviewee is responsible for implementing this solution. Which interviewee should you

identify?
A.Corporate Controller
B.Production Operations Manager
C.Plant Safety Department Manager
D.Vice President
Answer:D
7.You need to identify which business process Fabrikam must improve. Which process should you identify?
A.Employee safety certification compliance
B.Environmental compliance reporting
C.Industry safety trend reporting
D.Management safety performance reviews
Answer:A
8.You are evaluating a safety certification management system for Fabrikam. You need to recommend a solution to resolve the Fabrikam staffing gap. The solution must support the companys future state. What should you recommend?
A.Hire an additional Safety Coordinator to manage additional certification processes.
B.Hire an additional temporary employee for month-end report processing.
C.Hire an additional IT Specialist to support the safety certification management system.
D.Shift employee safety responsibilities from the Plant General Manager to the Productions Operations Manager.
Answer:C
9.You are evaluating an automated safety certification management system for Fabrikam. You need to identify the primary adoption risk inherent in this solution. Which adoption risk should you identify?
A.The safety compliance agency rejects the safety training and testing system.
B.The new solution is incompatible with the existing technology infrastructure.
C.Delays in the systems implementation continue exposure to compliance regulations.
D.The safety staff fails to use the new system because its value is inefficiently communicated to them.
Answer:D
10.You are evaluating an Office System solution for the Fabrikam employee certification process. You need to recommend a solution to improve the process. What should you recommend?
A.Build an online system for tracking, recording, reporting, and collaboration.
B.Build a project portfolio management system for safety certification projects.
C.Publish Excel spreadsheets to an internal Web site and make the Web site available to managers.
D.Use Excel spreadsheet data to create a script that builds a report and sends it to managers by using e-mail.
Answer:A