



1Z0-466^{Q&As}

Project Lifecycle Management Essentials

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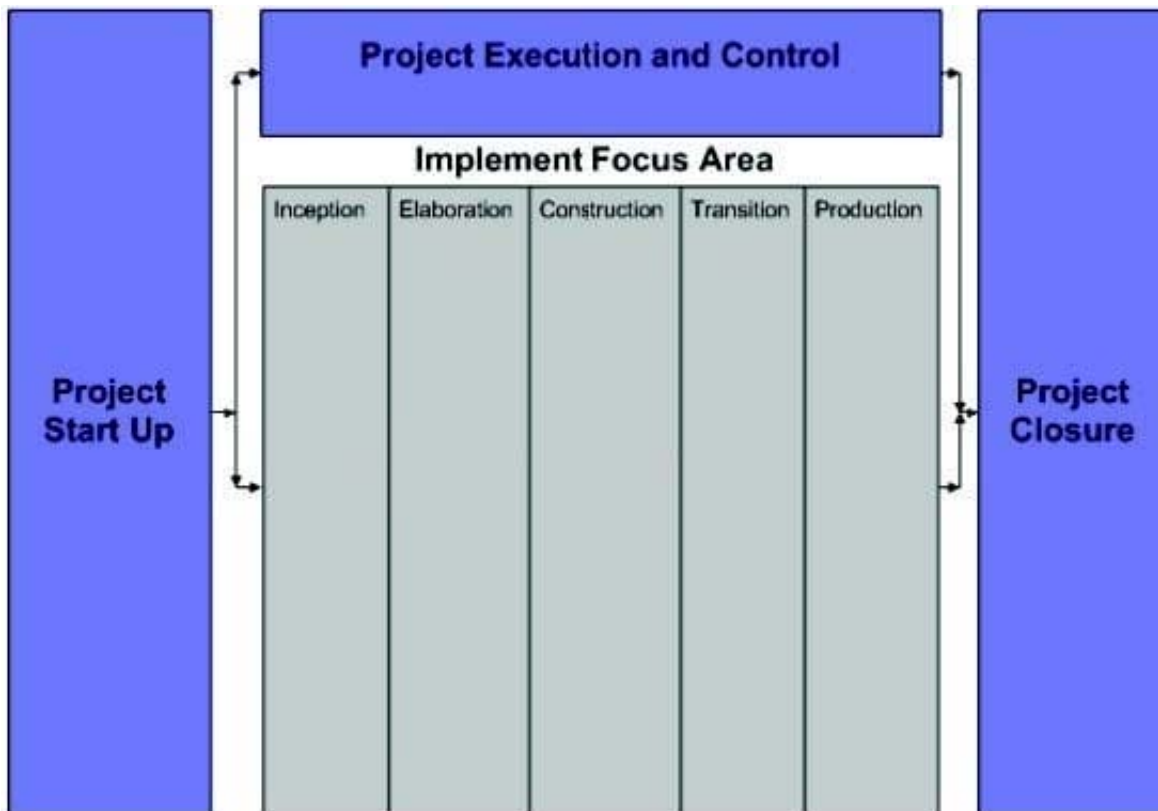
QUESTION 1

Select two objectives of the OUM Manage Project Execution and Control phase.

- A. Manage the project resources to deliver on time and in budget.
- B. Gain project acceptance.
- C. Release staff.
- D. Execute against the Project Management Plan.

Correct Answer: AD

Integration of the Manage focus area phases with the Implement focus area phases is illustrated below: Note: The Manage focus area has three phases: *Project Start Up Phase *Project Execution and Control Phase *Project Closure Phase



Reference: Oracle Unified Method (OUM) Oracle's Full Lifecycle Method for Deploying Oracle- Based Business Solutions

QUESTION 2

Which is the true about OUM Manage?

- A. If the client is not involved in the planning process, the project should move ahead without approval.



- B. If the client is involved in the planning process, the project should move ahead without approval.
- C. The plans are only produced by the project team.
- D. If the client is not interested in helping to produce the necessary plans, then at a minimum, they are made aware of the plans and must sign-off on them.
- E. If the client is not interested to produce necessary plans, the project manager must limit the scope of work to only Inception.

Correct Answer: D

QUESTION 3

Which is true about planning in OUM?

- A. The project workplan must be developed from the full OUM work breakdown schedule.
- B. The project workplan should be scaled up, rather than tailored down, to the level of discipline appropriate to the identified risks and requirements.
- C. The project workplan should be scaled down, rather than tailored up, to the level of discipline appropriate to the identified risks and requirements.
- D. The project workplan should be rigorously conformed to an existing set of work products.

Correct Answer: B

In OUM, this principle is extended to refer to the execution of the method processes themselves. Project managers and practitioners are encouraged to scale OUM to be fit-for-purpose for a given situation. It is rarely appropriate to execute every activity within OUM. OUM provides guidance for determining the core set of activities to be executed, the level of detail targeted in those activities and their associated tasks, and the frequency and type of end user deliverables. The project workplan should be developed from this core. The plan should then be scaled up, rather than tailored down, to the level of discipline appropriate to the identified risks and requirements.

Note: *To develop our Project Workplan, we have several options. We can employ a top-down approach and start with all of OUM and tailor it down. We can employ a bottom-up approach and start with the Core Workflow and build up from there. The best approach is probably to start with the workplan that most closely matches our engagement and tailor up and down. That is, immediately tailor down to a pre-tailored Workplan and continue to tailor from there based on the requirements of the engagement, while simultaneously keeping in mind the Core Workflow and building up from there.

*tailoring of the actual OUM Project Workplan for your project for activities and tasks (tailoring steps 2.0 through 5.2) including tips for applying a bottom-up as well as a top-down technique for tailoring the Project Workplan. For our example, we are starting with the OUM Project Workplan that is located in the Method Resources section of the Key Components of most view pages. In OUM 5.6, a new Project Workplan template was introduced with pre-tailoring capability for most Implement views.

QUESTION 4

What is true about Iteration Plans in OUM Manage?

- A. They cover a single project.



- B. They focus on achieving iteration objectives and reducing risks
- C. They are flexible and can change at any time.
- D. They are used to plan the subsequent phase of the project.

Correct Answer: D

During each iteration, the current Iteration Plan is adjusted. Subsequent Iteration Plan is created prior to the iteration beginning.

Note:

*There are two plans active in the project at any given time ?the implementation plan and the iteration plan.

QUESTION 5

Select three benefits of the Oracle Unified Method.

- A. It provides a common language.
- B. Easier integration of acquisitions.
- C. It decreases implementation time.
- D. It reduces duplication and focus methods investment on deeper materials
- E. It decreases implementation costs.

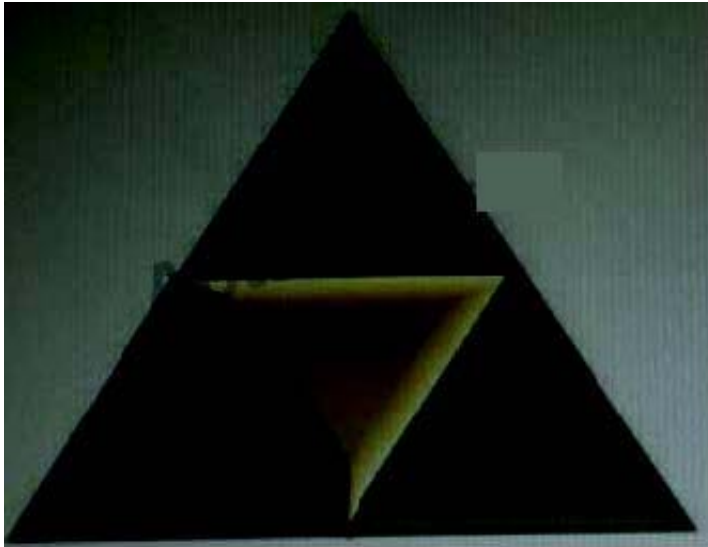
Correct Answer: CDE

*More Cost Effective ?OUM facilitates improved control of project expenses by using a flexible work breakdown structure that allows you to perform only necessary tasks.

Note: The Oracle Unified Method (OUM) is Oracle's standards-based method that enables the entire Enterprise Information Technology (IT) lifecycle. OUM provides an implementation approach that is rapid, broadly adaptive, and business-focused. OUM includes a comprehensive project and program management framework and materials to support Oracle's growing focus on enterprise-level IT strategy, architecture, and governance. Oracle's Global Methods team has packaged OUM to accelerate your IT projects. OUM presents an organized, yet flexible, approach. Its defined, operational framework helps anticipate critical project needs and dependencies. With OUM, you can move efficiently through the IT lifecycle to quickly achieve measurable business results.

QUESTION 6

Select the three constraints that are missing in this Triple Constraint triangle.



- A. Usability
- B. Scope
- C. Cost
- D. Complexity
- E. Product
- F. Schedule

Correct Answer: BCF

*Scope, Time and Cost together are termed as the Triple Constraints of a Project.

*Risk avoidance involves changing the project plan to eliminate the risk or to protect the project objectives (time, cost, scope, quality) from its impact. The team might achieve this by changing scope, adding time, or adding resources (thus relaxing the so-called "triple constraint")

Note:



QUESTION 7



Which two statements are true about the Change Control Board (CCB)?

- A. It meets daily during Project Execution and Control.
- B. It is an internal project organization that is responsible for reviewing and resolving change requests.
- C. It is a person, group, or business that has a shared interest in a particular set of activities.
- D. It escalates changes affecting scope to the steering committee.

Correct Answer: BD

B:CCB is a review committee that discusses and approves requests for changes to On Demand customer system configurations. The change requests are fulfilled in the following ways:

A work guideline is generated by engineering for operations to use and implement.

The changes are included in Oracle Certified Configurations.

D:A Steering Committee is a group of high-level stakeholders who are responsible for providing guidance on overall strategic direction. They do not take the place of a Sponsor, but help to spread the strategic input and buy-in to a larger portion of the organization. The Steering Committee is usually made up of organizational peers and is a combination of direct clients and indirect stakeholders. Some members on the Steering Committee may also sit on the Change Control Board.

QUESTION 8

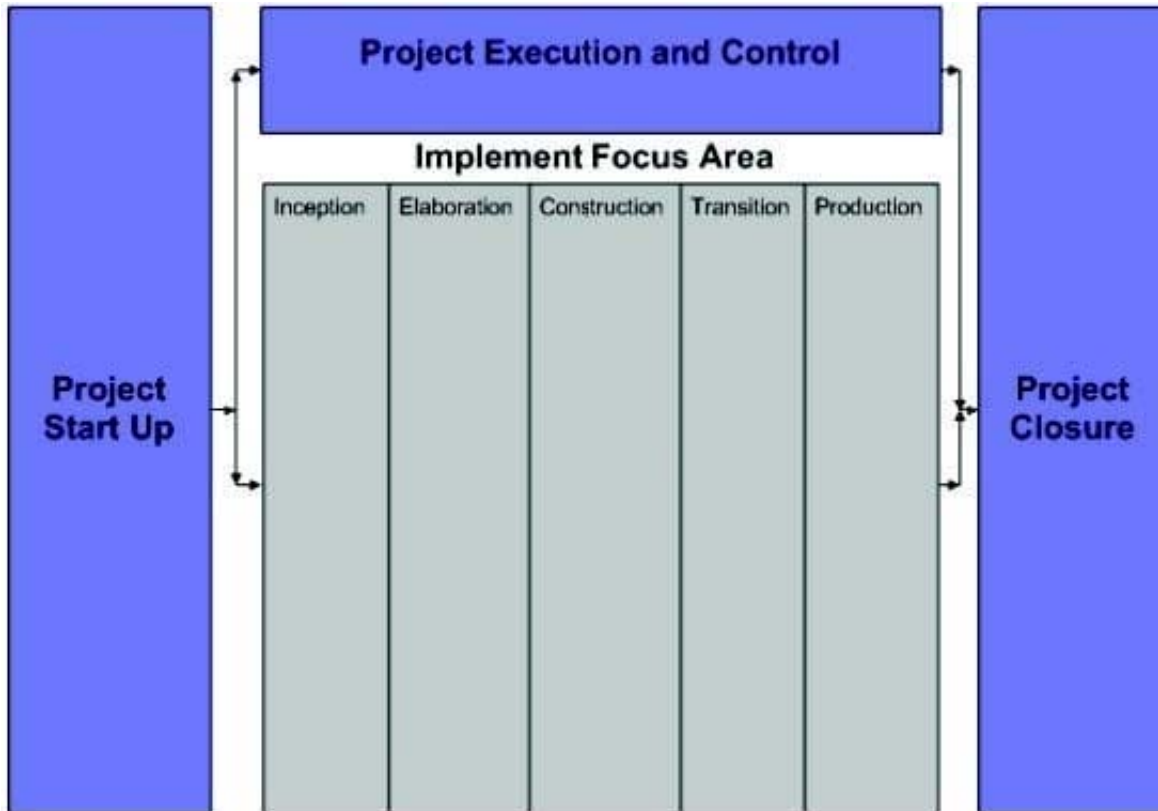
Select the three applicable goals of the OUM Manage Focus Area.

- A. Identify and communicate with project stakeholders.
- B. Effectively transition from the sales (bid) process to Project Start Up
- C. Manage to reduce overall project risk.
- D. Define scope of work.
- E. Decreases implementation time.
- F. Create better project plans.

Correct Answer: ABD

/The Manage focus area is organized into 13 processes: (B)Bid Transition (D)Scope Management Financial Management Work Management Risk Management Issue and Problem Management Staff Management (A)Communication Management Quality Management Configuration Management Infrastructure Management Procurement Management Organizational Change Management

/OUM Manage Focus Area



QUESTION 9

Select the three statements that are true about the Project management Plan.

- A. It is created in the Manage Project Execution and Control phase.
- B. It is the single most important work product produced by the project manager.
- C. Its main focus is on scheduling the project.
- D. It is created by the project manager and the client.
- E. It is a conceptual work product comprised of process components detailing the tools and/or approach for each OUM Manage process.
- F. It provides a framework for the Analysis and Design processes.

Correct Answer: BDF

*In OUM Manage, one of the first activities that occur during the Project Startup phase involves the Project Manager and the client (Project Sponsor) jointly creating the Project Management Framework. This framework establishes the ground rules for the project and is the first step in communicating, establishing trust, and setting expectations.

The key focus for the remainder of the Project Startup Phase is to evolve the Project Management Framework into a detailed Project Management Plan based on the agreed upon foundation.

*The project manager creates the project management plan following input from the project team and key stakeholders. The plan should be agreed and approved by at least the project team and its key stakeholders.



Incorrect: Not A:Project Execution and Control runs concurrently with the Implement focus area phases. The purpose of the Project Execution and Control Phase is to provide adequate visibility into actual progress so that management can take effective actions when the project's performance deviates significantly from the project plans. The Project Execution and Control Phase includes tracking and reviewing the project's accomplishments and results against documented WBS, project estimates, time schedule, resources plan, and cost budget, and adjusting these plans based on the actual accomplishment and results.

QUESTION 10

What is the most important aspect of closing the project?

- A. Successful go-live.
- B. End-user training is complete.
- C. Project Team finds new assignments.
- D. Formal client acceptance is gained.

Correct Answer: D

The Project Closure phase occurs after the Production phase. During this phase, the project is "closed" from an administrative and contractual standpoint. This includes making sure that the project work products are complete and meet the customer's expectations; gaining final acceptance (D); and securing all documents for reuse, collection and retention.

QUESTION 11

According to the recommended training for this exam, when does the Project Manager assume responsibility for the commitments made during the sale cycle?

- A. During the Risk Management process
- B. At the start of the sales cycle
- C. At the transaction from sales to delivery
- D. During the Project Closure phase

Correct Answer: C

QUESTION 12

Select the three ways OUM Manage can be scaled or made fit-for-purpose.

- A. by considering the depth to which specific tasks and activities are executed
- B. by adding more iterations to the workplan



- C. by combining tasks or executing at the activity level
- D. by including additional tasks to the workplan
- E. by eliminating unnecessary tasks from the workplan

Correct Answer: BCE

B: Iterative and Incremental

OUM recognizes the advantages of an iterative and incremental approach to development and deployment of information systems. Any of the tasks within OUM may be iterated. Whether or not to iterate, as well as the number of iterations, varies. Tasks may be iterated to increase quality of the work products to a desired level, to add sufficient level of detail, or to refine and expand the work products on the basis of user feedback

C: you should consider whether it is advisable or appropriate to combine tasks or to execute your project using OUM's activities ?which are groupings of tasks.

E: Example:

Our next step is to eliminate activities/tasks that are not needed. Consider the following:

1. Don't eliminate anything in the Core Workflow without careful consideration.
2. Review any available supplemental guidance.
3. Consider removing activities/tasks NOT included in the Estimate and/or Proposal.
4. Determine if it's possible to eliminate all or most of some processes. For example, consider removing the following processes and corresponding activities and/or tasks, if your project does not include ANY requirements for them:

performance Management

Organizational Change Management

Training

Data Acquisition and Conversion

QUESTION 13

In the following diagram, where would the arrow from the extension use case, Get Additional Collateral, begin and end?



- A. Begin at Get Additional Collateral and end at Review Loan for approval
- B. Begin at Review Loan for Approval and end at get Additional Collateral
- C. Begin at the Loan approver and end at get Additional Collateral
- D. Begin at get Additional Collateral and end at CPS actor

Correct Answer: C

QUESTION 14

Which three risks does Organizational Change Management seek to mitigate?

- A. Employee attrition
- B. Vendor delivery rates
- C. Lack of personal effectiveness
- D. Interruptions to the business
- E. Natural disasters

Correct Answer: ACD

Note:

*Organizational change management (OCM) is a framework for managing the effect of new business processes, changes in organizational structure or cultural changes within an enterprise. Simply put, OCM addresses the people side of change management.

*A systematic approach to OCM is beneficial when change requires people throughout an organization to learn new behaviors and skills. By formally setting expectations, employing tools to improve communication and proactively seeking ways to reduce misinformation, stakeholders are more likely to buy into a change initially and remain committed to the change throughout any discomfort associated with it.

Successful OCM strategies include:



Agreement on a common vision for change -- no competing initiatives. Strong executive leadership to communicate the vision and sell the business case for change. A strategy for educating employees about how their day-to-day work will change. A concrete plan for how to measure whether or not the change is a success -- and follow-up plans for both successful and unsuccessful results.

Rewards, both monetary and social, that encourage individuals and groups to take ownership for their new roles and responsibilities.

QUESTION 15

According to the recommended training for this exam, what is the "triple constraint"?

- A. time, resources, quality/scope
- B. time, quality/scope, performance
- C. client availability, budget, modifications
- D. products licensed, service requests limits, annual maintenance

Correct Answer: A

*Scope, Time and Cost together are termed as the Triple Constraints of a Project.

*Risk avoidance involves changing the project plan to eliminate the risk or to protect the project objectives

(time, cost, scope, quality) from its impact. The team might achieve this by changing scope, adding time, or adding resources (thus relaxing the so-called "triple constraint")

Note:



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