



# 1Z0-466<sup>Q&As</sup>

Project Lifecycle Management Essentials

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**QUESTION 1**

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.

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**QUESTION 2**

Which three steps are completed during Financial Close?

- A. Production of final reports
- B. Payment of outstanding invoices
- C. Mass reconciliation of open accounts
- D. Wrap up of items tracked throughout the project
- E. Vendor selection

Correct Answer: ABC

Example: Run Invoice On Hold Report



B: Clear outstanding invoices

Note:

\*helps manage all financial close cycle tasks, including ledger and sub-ledger close, data loading and mapping, financial consolidation, account reconciliation(C), tax/treasury and internal and external reporting processes ?any task associated with the extended financial close.

### QUESTION 3

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:



### QUESTION 4

According to the recommended training for this exam, proper management ensures and .

- A. Value to the client



- B. Value to your company
- C. Value to the industry
- D. Value to the community

Correct Answer: A

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#### QUESTION 5

Select the OUM Implement process in which you develop the system through a number of iterative steps.

- A. Business Requirements
- B. Design
- C. Implementation
- D. Technical Architecture

Correct Answer: C

Implementation Through a number of steps, mostly iterative, the final application is developed within the Implementation process. The results from the Design process are used to implement the system such as source code for components, scripts, and executables. During this process, developers also perform testing on software components. Implementation is the main focus of the Construction phase, but it starts early in the Elaboration phase in order to implement the architecture baseline (trial architecture and prototype). During Transition, it occurs in order to handle any defects or bugs discovered while testing and releasing the system. The main work product of this process is the final iteration build that is ready to be tested.

Note: \*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.

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